

CODE BOOK

DOCUMENTATION FOR THE 464 VARIABLES IN THE FILE 'FULLPACK'

REL POS	VARIABLE NAME	VARIABLE LABEL
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3 CASWGT

4 MANJBL2 NO JOBS TO BE AFFECTED

5 IDENTIN8 INDIVID IDENT - FIRM THEN TWO FIG I.D.

6 BWCOLA8 IF BLUE OR WHITE COLLAR SCHM OR BOTH

1. BLUE COLLAR
2. WHITE COLLAR
3. BOTH BL & WH COLLA

7 ORDERNO8 INDUSTRIAL ORDER INDEX NUMBER

10. AGRICULTURE
20. MINING
30. FOOD
40. COAL - PETRO
50. CHEMICALS
60. METAL MANUFACTURE
70. MECHANICAL ENGI
80. INSTRUMENT ENGINEERI
90. ELECTRICAL ENGINEERI
100. SHIPBUILDING
110. VEHICLES
120. OTHER METAL GOODS
130. TEXTILES
140. LEATHER
150. CLOTHING
160. BRICKS - CEMENT
170. TIMBER FURNITURE
180. PAPER - PRINTING
190. OTHER MANUFACTURING
200. CONSTRUCTION
210. GAS ELECTRIC WATER
220. TRANSPORT - COMMUNIC
230. DISTRIBUTION
240. INSURANCE BANKING FI
250. PROFESSIONAL SERVICE
260. MISCELLANEOUS SERVIC
270. PUBLIC ADMIN - DEFEN

8 TYPWRKX8 TYPE OF WORK INVOLVED IN SCHM

1. MANUAL
2. NON-MANUAL
3. BOTH MANUAL & NOT

9 PRODSER8 TYPE OF INDUSTRY

1. PRODUCT
2. SERVICE

10 LOCATIO8 LOCATION OF THE FIRM

1. SCOTLAND
2. LONDON & STH. EAST
3. MANCHESTER - MIDLA
4. ELSEWHERE

11 COMPENS LENGTH SERVICE WITH COV

Note: Number at end of variable name indicates whether the answer came from shop floor (8); shop steward (6); supervisor (5); marketing manager (7); management services (4); finance manager (3); personnel manager (2); senior line manager (1).

EXPLANATION (ie what question does this answer)

2018

CODE

3. This variable allows you to choose whether you want an answer on all 464 variables or each of 662 shop floor employees or just the actual answers given by each respondent.

4. If you think that the scheme will lead to redundancy or severance, how many jobs do you think will be affected?

NAME

IDENTIN8 This is the employee identifier.

NAME

BWCOLA8 Whether scheme relates mainly to blue or to white collar workers, or to both.

CODE

ORDERNO8 This is the Standard Industrial Classification Order number appropriate to the firm.

TYPWRK8 This indicates whether the work type covered by the incentive scheme is mainly manual or not.

PRODSER8 This variable indicates whether the firm outputs a product or a service.

LOCATIO8 Location within the U.K. where the firm is located.

4. ELSEWHERE

11 COMPSRV8 LENGTH SERVICE WITH COY

1. <6 MTHS
2. 6 MTHS - 1 YEAR
3. 1 - 3 YRS
4. >3 YR
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

12 UNONMEMB. IF UNION MEMBER

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

13 UNONWHC8 MEMB OF WHICH UNION

0. NONE
61. ASSOC CLER TECH & SU
130. BACH
133. BRITS
154. CSU
104. APAC
301. NUAAW
318. NUSMWC, H & DE
105. APEX
108. ASD
110. ASTMS
113. AUEW
114. AUEW-TASS
151. CATU
152. CONSE
171. EETPU
175. ETU
194. FTAT
211. GHWU
250. IPCS
252. ISTC
290. MACODS
291. NALGO
296. NATSOPA
302. NUB
312. NUM
314. NUPE
320. NUT & GW
321. N.U. HOSIERY & KNITW
382. SOGAT
400. TGWU
402. TWU
420. UCATT
424. USDAW
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

14 WHOREPRZ WHO REPS IN MANAG DISCUSSION

1. SELF
2. ANYONE
3. UNINATED
4. SHOP STEWARD
5. SELF + SHOP STEWARD
6. SELF + SPOKESMAN NOM
7. NOM SPOKES + SHOP ST
8. SPOKES. NOMIN OR NOT
9. SHOP STEW + ANY SPOK
10. SELF + STEW + ANY S
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

1. How long have you worked for this company?

- Under 6 months ☐
- 6 months - 1 year ☐
- 1 - 3 years ☐
- Over 3 years ☐

7 Are you a member of a trade union?

- Yes ☐
- No ☐

7a If 'YES',

please state which

3. Who represents you in discussions/negotiations with management?

- Self ☐
- Anybody speaking up ☐
- Nominated spokesman ☐
- Shop Steward ☐

- 9. SHOP STEW + ANY SPOK
- 10. SELF + STEWD + ANY S
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

15 GRIEVPRO GRIEV PROCED EXIST IN COY *

- 1. YES
- 0. NO
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

16 UINVINE8 IF INVOLVED IN NEGOTIATIONS

- 0. NO
- 1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

17 DIFFTRU8 IF DIFFERENTIALS DIFFIC INTERNALLY-EMPLOY

- 0. NO
- 1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

18 DIFSOLV8 IF DIFF TROUB SOLVED COMPARATIVE -EMPLOY

- 0. NO
- 1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

19 COMPTRU8 IF DIFFERENTIALS DIFFIC COMPARATV-EMPLOY

- 0. NO
- 1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

20 COMPSOL8 IF DIFF TROUB SOLVED INTERNALLY -EMPLOY

- 0. NO
- 1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

21 WORKCON8 CONTROL OF WKER OVER OWN OUTPUT

- 1. COMPLETE
- 2. SOME
- 3. NONE
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

22 REGCHECK HOW OFTEN ARE STANS CHECKED *

- 1. REGULARLY
- 2. OCCASIONALLY
- 3. NEVER
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

23 XMWKRA78 IF TOO HARD TO EARN BONUS

- 1. TOO HARD
- 2. O.K.
- 3. NOT VERY HARD

4. Does a grievance procedure exist in your company ?

Yes ☐
No ☐

5. Were employees involved in discussions about the change to the new scheme ?

Yes ☐
No ☐

6. Were claims about differentials a source of difficulty between groups of workers in the company before the new scheme was introduced ?

Yes ☐
No ☐
Don't know ☐

6a. If 'YES',
do you think that this scheme will help to overcome them ?

Yes ☐
No ☐

7. Were claims about differentials a source of difficulty compared with workers in other companies before the new scheme was introduced ?

Yes ☐
No ☐
Don't know ☐

7a. If 'YES',
do you think that this scheme will help to overcome them ?

Yes ☐
No ☐

8. How much control does a worker have over his/her output in this section ?

Complete control ☐
Some control ☐
No control ☐

9. In your section how often are work methods and standards checked ?

Regularly ☐
Occasionally ☐
Never ☐

10. Do you consider that under the new incentive scheme to earn a bonus you have to work

Too hard ☐

1. TOO HARD
2. W.K.
3. NOT VERY HARD
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

24 WORKXTU8 DOES SCHM REQ WRK STUDY ?

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

25 WKSTDAL8 ARE CONTINGENCIES ADEQUATE ?

1. MORE THAN ADEQUATE
2. ADEQUATE
3. LESS THAN ADEQUATE
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

26 ALOCPR0B IF WORK ALLOC PROBLEMS

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

27 ALOCSOLV IF WORK ALLOC PROBLEMS SOLVED

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

28 WGEBEF81 AVE WKLY PAY BEFORE- BASIC-EMPLOY

- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

29 WGEBEF82 AVE WKLY PAY BEFORE- SHIFT ALLOW-EMPLOY

- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

30 WGEBEF83 AVE WKLY PAY BEFORE- OVERTIME PAY-EMPLOY

- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

31 WGEBEF84 AVE WKLY PAY BEFORE- WEEKLY BONUS-EMPLOY

- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

32 WGEBEF85 AVE WKLY PAY BEFORE- MONTHLY ETC-EMPLOY

- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

33 WGEBEF86 AVE WKLY PAY BEFORE- OTHER PAYMENT-EMPLO

- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

34 WGEBEF87 AVE WKLY PAY BEFORE- TOTAL PAY-EMPLOY

- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP

10. Do you consider that under the new incentive scheme to give a bonus you have to work

Too hard ☐
About right ☐
Not very hard ☐

11. Does your scheme require work study ?

Yes ☐
No ☐

11a If 'YES',

are contingencies and relaxation allowances

More than adequate ☐
Adequate ☐
Less than adequate ☐

12. In your job have there been problems relating to work allocation ?

Yes ☐
No ☐

12a If 'YES',

has the new scheme improved this ?

Yes ☐
No ☐

14. What is the breakdown of your average weekly wage ? Please fill in (in the relevant boxes) the amounts to the nearest pound - both before and after the introduction of the scheme

	Before scheme	After scheme
Basic	£ <input type="text"/>	£ <input type="text"/>
Shift allowance	£ <input type="text"/>	£ <input type="text"/>
Overtime pay	£ <input type="text"/>	£ <input type="text"/>
Bonus pay - weekly	£ <input type="text"/>	£ <input type="text"/>
Bonus pay - monthly or longer	£ <input type="text"/>	£ <input type="text"/>
Other, (SPECIFY)	£ <input type="text"/>	£ <input type="text"/>

TOTAL → £ TOTAL → £

- 52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 35 WGEAFT81 AVE WKLY PAY AFTER- BASIC- EMPLOY
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 36 WGEAFT82 AVE WKLY PAY AFTER- SHIFT ALLOW-EMPLOY
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 37 WGEAFT83 AVE WKLY PAY AFTER- OVERTIME PAY-EMPLOY
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 38 WGEAFT84 AVE WKLY PAY AFTER- WEEKLY BONUS-EMPLOY
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 39 WGEAFT85 AVE WKLY PAY AFTER- MONTHLY ETC- EMPLOY
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 40 WGEAFT86 AVE WKLY PAY AFTER- OTHER PAYMENT-EMPLOY
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 41 WGEAFT87 AVE WKLY PAY AFTER- TOTAL PAY-EMPLOY
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 42 AVEOTPWK AVERAGE OTIME PER WEEK
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 43 CONVOFOT CONVENIENCE OF THIS AMOUNT OF OVERTIME
1. TOO MUCH
2. ENOUGH
3. TOO LITTLE
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 44 FACLEARN FACTORS WITH WORK, LEARNING NEW THINGS
1. TRUE
2. WOULD LIKE
3. NOT INTEREST.
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
- 45 FACVARYD FACTORS WITH WORK, DO VARIED WORK
1. TRUE
2. WOULD LIKE
3. NOT INTEREST.
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

15. How many hours overtime do you work on average per week ?

..... hours

15a From your point of view,
is this amount of overtime -

Too much ☐
The right amount ☐
Too little ☐

16. For each of the following, please tick the appropriate column according to whether it is true now, whether you would like it to be true, or whether you are not interested.

	True now	Would like	Not interested
1. Learn new things and develop skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Do varied and interesting work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Decide own pace of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Encourage my views and opinions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Follow through tasks to completion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Work well as a group in my section	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

-95. NOT IN W 1 OR ELSE 2

46 FACWKPC FACTORS WITH WORK, PACE OWN WORK

1. TRUE
2. WOULD LIKE
3. NOT INTEREST.

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

47 FACVIEWS FACTORS WITH WORK, ENCOURAGE OWN VIEWS

1. TRUE
2. WOULD LIKE
3. NOT INTEREST.

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

48 FACOMPLT FACTORS WITH WORK, COMPLETE ENTIRE TASK

1. TRUE
2. WOULD LIKE
3. NOT INTEREST.

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

49 FACGROUP FACTORS WITH WORK, WORK WELL AS GROUP

1. TRUE
2. WOULD LIKE
3. NOT INTEREST.

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

50 AFTSKIL8 EFFECT OF SCHM ON, SKILL

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

51 AFTQUAL8 EFFECT OF SCHM ON, QUALITY

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

52 AFTSAFT8 EFFECT OF SCHM ON, SAFETY

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

53 AFTOUTP8 EFFECT OF SCHM ON, OUTPUT

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

54 AFTNETP8 EFFECT OF SCHM ON, TAKE HOME PAY

1. INCREASE

17. What effect do you think that the new scheme will have on each of the following? Please tick each line.

	Increase	No effect	Decrease
1. Skill/Proficiency			
2. Quality/ Worth			
3. Safety			
4. Output			
5. Take home pay			
6. Differentials			
7. Morale			
8. Co-operation with management			
9. Co-operation between employees			

54 AFTNEIP8 EFFECT OF SCHM ON, TAKE HOME PAY
 1. INCREASE
 2. NO EFFECT
 3. DECREASE
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

55 AFTDIFR8 EFFECT OF SCHM ON, DIFFERENTIALS
 1. INCREASE
 2. NO EFFECT
 3. DECREASE
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

56 AFTMORL8 EFFECT OF SCHM ON, MORALE
 1. INCREASE
 2. NO EFFECT
 3. DECREASE
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

57 AFTICPM8 EFFECT OF SCHM ON, CO-OP WITH MANAGEMENT
 1. INCREASE
 2. NO EFFECT
 3. DECREASE
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

58 AFTICPE8 EFFECT OF SCHM ON, CO-OP BETWEEN EMPLOYE
 1. INCREASE
 2. NO EFFECT
 3. DECREASE
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

59 MANPRAF8 SCHM FALL IN MANNING
 1. YES NOW
 2. YES LATER
 0. NEVER
 3. YES NOW AND LAT
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

60 RCTSEN8 REACTION TO SCHM BY, SENIOR MANAGEMENT
 1. FAVRBLE
 2. INDIFF.
 3. DISCONT.
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

61 RCTMID8 REACTION TO SCHM BY, MIDDLE MANAGEMENT
 1. FAVRBLE
 2. INDIFF.
 3. DISCONT.
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

62 RCTSUPR8 REACTION TO SCHM BY, SUPERVISORS
 1. FAVRBLE
 2. INDIFF.

19. Do you think that the new scheme will lead to a fall in manpower ?

Yes - now ☐
 Yes - later ☐
 No ☐

20. How would you describe the reactions of each of the following to the scheme to date ? Please tick each line.

	Favourable	Indifferent	Discontented
1. Senior management			
2. Middle management			
3. Supervisors			
4. Employees			
5. Yourself			
6. Shop stewards or workers representatives			
7. Local union officials			
8. Union leadership			

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

63 RCTEPEE8 REACTION TO SCHM BY, EMPLOYEES

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

64 RCTSELF8 REACTION TO SCHM BY, SELF

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

65 RCTSTWD8 REACTION TO SCHM BY, SHOP STEWARD

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

66 RCTLOCUS REACTION TO SCHM BY, LOCAL UNION OFFICIAL

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

67 RCTHEDU8 REACTION TO SCHM BY, UNION LEADERSHIP

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

68 QUIKPAY8 IF ATTITUDE DIFFER WHEN PAYT SOONER

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

69 WELCOMU8 HOW WELL MANAGEMENT, COMMUNICATES

1. VERY WELL
2. ADEQUATELY
3. POORLY
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

70 WELSUPR8 HOW WELL MANAGEMENT, SUPERVISES

1. VERY WELL
2. ADEQUATELY
3. POORLY
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP

21. If the incentive payment were made sooner after it is earned, would this affect your attitudes to the scheme?

Yes ☐

No ☐

23. How well do you think each of the following functions of management are carried out in relation to your work?

	Very Well	Adequately	Poorly
01 Communications			
02 Supervision			
03 Quality control			
04 Production planning+control			
05 Inventory control			
06 Maintenance			
07 Recruitment and selection			
08 Training			

-52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

71 WELQUAL8 HOW WELL MANAGEMENT, CONTROLS QUALITY ~~NONE~~ 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

72 WELPLAN8 HOW WELL MANAGEMENT, PLANS PRODUCTION ~~NONE~~ 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

73 WELINVE8 HOW WELL MANAGEMENT, CONTROLS INVENTORY ~~NONE~~ 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

74 WELMAIN8 HOW WELL MANAGEMENT, PERFORMS MAINTENANC ~~NONE~~ 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

75 WELRECU8 HOW WELL MANAGEMENT, RECRUITS ~~NONE~~ 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

76 WELTRNG8 HOW WELL MANAGEMENT, PERFORMS TRAINING ~~NONE~~ 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

77 WELWKST8 HOW WELL MANAGEMENT, PERFORMS METHOD STU ~~NONE~~ 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

78 WELMOTV8 HOW WELL MANAGEMENT, MOTIVATES EMPLOYEES ~~NONE~~ 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

07 Recruitment and selection
 08 Training
 09 Method study/work measurement
 10 Employee motivation

-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

79 PREXCEM8 IF INDIV HAS PREV WORKED IN A SCHM
0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

80 PREXVAL8 OPINION OF PREV SCHEME
1. VERY GOOD
2. ACCEPTABLE
3. BAD
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

81 OPNUSTN8 OPINIONS RE SCHM, EASILY UNDERSTOOD
0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

82 OPNCALC8 OPINIONS RE SCHM, EASILY CALCUABLE
0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

83 OPNREL88 OPINIONS RE SCHM, ESTAB RELATION OF PAY-
0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

84 OPNIMPV8 OPINIONS RE SCHM, IMPROVEMENT ON OLD SCH
0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

85 OPNWKVL8 OPINIONS RE SCHM, WORK MORE WORTHWHILE
0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

86 OPNSUIT8 OPINIONS RE SCHM, SUITABLE SCHM
0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

87 CAROVN88 IF POSS TO CARRY OVER WORK*EPEE* -EMPLOY
1. YES
0. NO
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

88 SEXABCD8 SEX OF INDIV

1. MALE

NONE 0

NONE 0

NONE 0

NONE 0

NONE 0

NONE 0

NONE 0

NONE 0

NONE 0

NONE 0

25. Have you worked with an incentive scheme before ?

Yes ☐
No ☐

25b And what did you think of this type of scheme ?

Very good ☐
Acceptable ☐
Not good ☐

30. Do you think that the scheme
(please tick each line)

1. is easy to understand
2. makes it easy to calculate wages and bonuses
3. establishes a real relationship between pay effort
4. is an improvement over the old system
5. makes work more worthwhile
6. is a suitable scheme for your work

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

15. Is it possible for employees to carry over completed work from day to day to balance their output ?

Yes ☐
No ☐
Not applicable ☐

26. Are you male or female ?

88 SEXABCD8 SEX OF INDIV

1. MALE
2. FEMALE
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

89 AGEABCD8 AGE OF INDIV

1. < 21 YRS
2. 21-29 YRS
3. 30-44 YRS
4. 45-60 YRS
5. > 60 YRS
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

90 COMPSRV3 LENGTH SERVICE WITH CUY

1. < 6 MTHS
2. 6 MTHS - 1 YEAR
3. 1 - 3 YRS
4. > 3 YRS
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

91 UINVINE3 IF INVOLVED IN NEGOTIATIONS

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

92 SUPXTRA3 IF MORE INFO PREPARED - FINANC

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

93 VALUXTRA IF EXTRA INFO VALUED

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

94 HEZWNWAP IF INTRO OF SCHEME REQ CAPITAL

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

95 PLANTRIS DOES LEVEL CAP EXP EQ AVE

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

96 WILINVUP CAP INVEST CHANGE NEXT 5 YRS ?

1. RISE
2. CONST
3. FALL
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

26. Are you male or female ?

Male ☐
Female ☐

NONE 0

27. What age are you ?

Under 21 years ☐
21 - 29 years ☐
30 - 44 years ☐
45 - 60 years ☐
Over 60 ☐

NONE 0

1. How long have you worked for this company ? Please tick appropriate box.

Under 6 months ☐
6 months - 1 year ☐
1 - 3 years ☐
Over 3 years ☐

NONE 0

2. Were you consulted in the course of management and union negotiations over the new incentive scheme ?

Yes ☐
No ☐

NONE 0

5. As a result of the scheme do you have to prepare and supply more information to management ?

Yes ☐
No ☐

NONE 0

5a If 'YES',
has this contributed valuable financial data ?

Yes ☐
No ☐

NONE 0

6. Will the introduction of the scheme necessitate new capital equipment?

Yes ☐
No ☐
Not applicable ☐

NONE 0

7. Has the level of expenditure of new plant and equipment in the last two years been approximately equal to the company's average expenditure over the past ten years in real terms ?

Yes ☐
No ☐

NONE 0

8. Over the next five years will the level of capital investment, in real terms -

Not applicable ☐
Rise ☐
Stay the same ☐
Fall ☐

-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

Full ☐
Not applicable ☐

97 PCCOSLA3 * COST LABOUR IN UNIT COST ?
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

98 PCCOSMA3 * COST MATERIAL IN UNIT COST ?
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

99 PCCOSOH3 * COST OHEADS IN UNIT COST ?
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

100 COSTAFT3 IF UNIT COST REDUCTION - FINANC
1. YES
0. NO
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

101 AGEABCD3 AGE OF INDIV
1. < 21 YRS
2. 21-29 YRS
3. 30-44 YRS
4. 45-60 YRS
5. > 60 YRS
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

102 CHANGES8

NONE 0

103 OBJECTV8 H40 OBJECTIVES IN INTRODUCING SCHEME

NONE 0

104 NEGOTIA8 E33 WHOM NEGOTIATIONS TOOK PLACE WITH

NONE 0

105 FLWHOLD8 B17 CAUSES OF WORK FLOW HOLD-UPS

NONE 0

106 SATISFC8 F37 IMPORTANT FACTORS IN JOB SATISFACTION

NONE 0

107 MONDATA3 A4 FINANCIAL MONITORING DATA

NONE 0

108 INVESTWY B15 WHY ANY CHANGE IN CAPITAL INVESTMENT

NONE 0

109 SUCCESS3 B18 IMPORTANT FACTORS FOR SUCCESS OF COM

NONE 0

110 SUCOTH3 B18 FACTORS FOR SUCCESS - SHORT OPTION L

NONE 0

111 REWARDX8 D30 BENEFITS OF SCHEME EXPECTED BY FINAN

NONE 0

112 XENDATA3 G39 FINANCIAL DATA USED IN DETERMINING S

NONE 0

113 PRVXEME8 F36 TYPE OF SCHEME PREVIOUSLY EXPERIENCE

NONE 0

114 COYUNISD IS COY UNIONISED ?

NONE 0

0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

115 UNIONS1

NONE 0

10. What percentage of labour, material and overhead is involved in unit costs ?

Labour percentage ☐
Material percentage ☐
Overhead percentage ☐
TOTAL - 100% ☐
Not applicable ☐

13. Do you think that there will be a reduction in unit costs as a result of the new incentive scheme ?

Yes ☐
No ☐
Not applicable ☐

24. What age are you ?

Under 21 years ☐
21 - 29 years ☐
30 - 44 years ☐
45 - 60 years ☐
Over 60 ☐

Has the introduction of the incentive scheme caused any of the following changes (please tick all relevant boxes).

What do you think were the authority's main objectives in introducing the scheme. Please tick a maximum of 5.

If "Yes" with whom did these discussions take place?

Please tick all relevant boxes.

What do you think accounts for hold-ups in the work flow?

Please tick a maximum of 3 of the following.

Which of the following factors are most important to your job satisfaction? Please read the whole list, tick a maximum of 3.

What financial data will be prepared to monitor the new scheme?

If the level of capital investment is changing has the change been caused by labour saving investment, business expansion, some other, n/a?

Which of the following factors are most crucial to the successful operation of your company? Please tick only 1 or 2.

Which of the following factors are most crucial to the successful operation of your company? Please tick only 1 or 2.

What do you think the company will get in return for this incentive scheme? Please tick either 1 or 2 of the following.

What financial data is prepared for management to determine the new incentive scheme? Please tick appropriate boxes.

If "yes" what type of scheme was this?

1. Is this company unionised ?

Yes ☐
No ☐

2. Please list unions which have members in this company

115 UNIONS A1

NONE 0

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACM
 133. BRTTS
 154. CSU
 104. APAC
 301. NUAAN
 318. NUSMWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GMWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCAIT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

2. Please list unions which have members in this company

1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

116 UNIONS A2 UNIONS IN COMPANY-ANS 2

NONE 0

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACM
 133. BRTTS
 154. CSU
 104. APAC
 301. NUAAN
 318. NUSMWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GMWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW

Please list the unions which have members in this company.

314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

117 UNIONS A3 UNIONS IN COMPANY-ANS 3

NONE 0

Please list the unions which have members in this company.

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACM
 133. BRTTS
 154. CSU
 104. APAC
 301. NUAAW
 318. HUSHWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GMWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

118 UNIONS A4 UNIONS IN COMPANY-ANS 4

NONE 0

Please list the unions which have members in this company.

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACM
 133. BRTTS
 154. CSU
 104. APAC
 301. NUAAW
 318. HUSHWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU

151. EATV
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GHWU
 250. IPCS
 252. ISTC
 290. MACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

119 UNIONS A5 UNIONS IN COMPANY-ANS 5

NONE 0

Please list the unions which have members in this company.

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACH
 133. BRITS
 154. CSU
 104. APAC
 301. NUAAW
 318. NUSMWC, H & DE
 105. APEX
 108. ASD
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GHWU
 250. IPCS
 252. ISTC
 290. MACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

120 UNIONS A6 UNIONS IN COMPANY-ANS 6

NONE 0

Please list the unions which have members in this company.

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACH
 133. BRITS

130. BACH
 133. BRITS
 154. CSU
 104. APAC
 301. NUAAN
 318. NUSMWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GMWU
 250. IPCS
 252. ISTC
 290. MACUDS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

121 UNIONS A7 UNIONS IN COMPANY-ANS 7

NONE 0

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACH
 133. BRITS
 154. CSU
 104. APAC
 301. NUAAN
 318. NUSMWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GMWU
 250. IPCS
 252. ISTC
 290. MACUDS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU

Please list the unions which have members in this company.

322. N.U. HOSIERY & KNITW
382. SUGAT
400. TGWU
402. TWU
420. UCATT
424. USDAW
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

122 UNIONS A8 UNIONS IN COMPANY-AHS 8

NONE 0

Please list the unions which have members in this company.

0. NONE
61. ASSOC CLER TECH & SU
130. BACH
133. BRITS
154. CSU
104. APAC
301. NUAAW
318. NUSMNC,H & DE
105. APEX
108. ASB
110. ASTMS
113. AUEW
114. AUEW-TASS
151. CATU
152. COHSE
171. EETPU
175. ETU
194. FTAT
211. GMWU
250. IPCS
252. ISTC
290. NACODS
291. NALGO
296. NATSOPA
302. NUB
312. NUM
314. NUPE
320. NUT & GW
321. N.U. HOSIERY & KNITW
382. SUGAT
400. TGWU
402. TWU
420. UCATT
424. USDAW
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

123 UNIONS A9 UNIONS IN COMPANY-AHS 9

NONE 0

Please list the unions which have members in this company.

0. NONE
61. ASSOC CLER TECH & SU
130. BACH
133. BRITS
154. CSU
104. APAC
301. NUAAW
318. NUSMNC,H & DE
105. APEX
108. ASB
110. ASTMS
113. AUEW
114. AUEW-TASS
151. CATU
152. COHSE
171. EETPU
175. ETU
194. FTAT
211. GMWU

173. ETU
 194. FTAT
 211. GHWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

124 UNSNEGA1 UNIONS INVOL IN DISCUSSION - ANS 1

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACH
 133. BRTTS
 154. CSU
 104. APAC
 301. NUAAN
 318. NUSMNC,H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GHWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES.
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

NONE 0 3.

Please list unions which negotiated in this new scheme

1.	6.
2.	7.
3.	8.
4.	9.
5.	10.

125 UNSNEGA2 UNIONS INVOL IN DISCUSSION - ANS 2

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACH
 133. BRTTS
 154. CSU
 104. APAC
 301. NUAAN

NONE 0

Please list unions which negotiated in this new scheme.

104. APAC
 301. NUAAW
 318. NUSMWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. CONSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GMWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

126 UNSNEGA3 UNIONS INVOL IN DISCUSSION - ANS 3

NONE 0

Please list unions which negotiated in this new scheme.

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACM
 133. BRTTS
 154. CSU
 104. APAC
 301. NUAAW
 318. NUSMWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. CONSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GMWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW

420. UCATT
424. USDAW
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

127 UNSNEGA4 UNIONS INVOL IN DISCUSSION - ANS 4

NONE 0

Please list unions which negotiated in this new scheme.

0. NONE
61. ASSOC CLER TECH & SU
130. BACH
133. BRITS
154. CSU
104. APAC
301. NUAAW
318. NUSMWC,H & DE
105. APEX
108. ASB
110. ASTMS
113. AUEW
114. AUEW-TASS
151. CATU
152. CONSE
171. EETPU
175. ETU
194. FTAT
211. GMWU
250. IPCS
252. ISTC
290. NACODS
291. NALGO
296. NATSOPA
302. NUB
312. NUN
314. NUPE
320. NUT & GW
321. N.U. HOSIERY & KNITW
382. SOGAT
400. TGWU
402. TWU
420. UCATT
424. USDAW
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

128 UNSNEGA5 UNIONS INVOL IN DISCUSSION - ANS 5

NONE 0

Please list unions which negotiated in this new scheme.

0. NONE
61. ASSOC CLER TECH & SU
130. BACH
133. BRITS
154. CSU
104. APAC
301. NUAAW
318. NUSMWC,H & DE
105. APEX
108. ASB
110. ASTMS
113. AUEW
114. AUEW-TASS
151. CATU
152. CONSE
171. EETPU
175. ETU
194. FTAT
211. GMWU
250. IPCS
252. ISTC
290. NACODS
291. NALGO

252. ISTE
 290. MACUOS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUH
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

129 NATAGREE IF NATIONAL AGREE FOLLOWED

0. NO
 1. YES
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

130 LOCALNEG IF LOCAL NEGOTS ARE MADE

0. NO
 1. YES
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

131 COMPYNEG IF COMPANY WIDE NEGOTS ARE MADE

0. NO
 1. YES
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

132 COMPSRV6 LENGTH SERVICE WITH COY

1. <6 MTHS
 2. 6 MTHS - 1 YEAR
 3. 1 - 3 YRS
 4. >3 YR
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

133 XMINCLWT IF SCHM PART OF NATIONAL AGREEMENT

1. NAT.AGREE
 2. LOCAL AGREE
 3. COY OR AUTH.
 4. 1+3
 6. 1+2+3
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

134 CNSTOPMG DEGREE OF CONSULT. RE SCHM, TOP MANAGEME

1. DETAILED DISC
 2. LITTLE DISC
 3. NONE
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

135 CNSTPLNT DEGREE OF CONSULT. RE SCHM, PLANT MANAGE

1. DETAILED DISC
 2. LITTLE DISC

NONE 0 4. Does this company follow any national agreement ?

Yes ☐
 No ☐

NONE 0 5. Are any agreements with this company negotiated locally ?

Yes ☐
 No ☐

NONE 0 6. Does this organisation negotiate on a company basis ?

Yes ☐
 No ☐

NONE 0 7. How long have you worked for this company ?

Under 6 months ☐
 6 months - 1 year ☐
 1 - 3 years ☐
 Over 3 years ☐

NONE 0 9. Was the new incentive scheme part of a

National agreement ☐
 Local agreement ☐
 Company agreement ☐

NONE 0 10. What level of consultation took place before the decision to introduce the scheme ? Please tick both lines in appropriate box.

Detailed discussion Little discussion No discussion

Top management

Plant management

135 CHSIPENT DEGREE OF CONSULT. RE SCHM, PLANT MANAGE
1. DETAILED DISC
2. LITTLE DISC
3. NONE
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

136 NEGSEPUN IF NEGOT SEPARATELY WITH UNION MEMBS
1. YES
0. NO
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

137 NEGWCHA1 UNIONS NEGOT WITH - ANS 1
0. NONE
61. ASSOC CLER TECH & SU
130. BACH
133. BRTTS
154. CSU
104. APAC
301. NUAAW
318. NUSMWC,H & DE
105. APEX
108. ASD
110. ASTMS
113. AUEW
114. AUEW-TASS
151. CATU
152. COHSE
171. BETPU
175. ETU
194. FIAT
211. GMWU
250. IPCS
252. ISTC
290. NACODS
291. NALGO
296. NATSOPA
302. NUB
312. NUM
314. NUPE
320. NUT & GW
321. N.U. HOSIERY & KNITW
382. SOGAT
400. TGWU
402. TWU
420. UCATT
424. USDAW
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

138 NEGWCHA2 UNIONS NEGOT WITH - ANS 2
0. NONE
61. ASSOC CLER TECH & SU
130. BACH
133. BRTTS
154. CSU
104. APAC
301. NUAAW
318. NUSMWC,H & DE
105. APEX
108. ASD
110. ASTMS
113. AUEW
114. AUEW-TASS
151. CATU

NONE 0

Top management

Plant management

NONE 0

11. Was this scheme negotiated separately with union member(s) ?

Yes

No

11a If 'YES'

please state which unions

1. 3.

2. 4.

Not applicable

NONE 0

NONE 0

If "yes" please state which unions.

113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GHWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

139 NEGWCHA3 UNIONS NEGOT WITH - ANS 3

NONE 0

If "yes" please state which unions.

0. NONE
 61. ASSOC CLER TECH & SU
 130. BACH
 133. BRTTS
 154. CSU
 104. APAC
 301. NUAAN
 318. NUSHWC, H & DE
 105. APEX
 108. ASB
 110. ASTMS
 113. AUEW
 114. AUEW-TASS
 151. CATU
 152. COHSE
 171. EETPU
 175. ETU
 194. FTAT
 211. GHWU
 250. IPCS
 252. ISTC
 290. NACODS
 291. NALGO
 296. NATSOPA
 302. NUB
 312. NUM
 314. NUPE
 320. NUT & GW
 321. N.U. HOSIERY & KNITW
 382. SOGAT
 400. TGWU
 402. TWU
 420. UCATT
 424. USDAW
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

140 NEGWCHA4 UNIONS NEGOT WITH - ANS 4

NONE 0

If "yes" please state which unions.

0. NONE

140 NEGWCHA4 UNIONS NEGOT WITH ? ANS 4

NONE 0

If "yes" please state which unions.

- 0. NONE
- 61. ASSOC CLER TECH & SU
- 130. BACH
- 133. BRITS
- 154. CSU
- 104. APAC
- 301. NUAAN
- 318. NUSMWC, H & DE
- 105. APEX
- 108. ASB
- 110. ASTHS
- 113. AUEW
- 114. AUEW-TASS
- 151. CATU
- 152. COHSE
- 171. EETPU
- 175. ETU
- 194. FTAT
- 211. GHWU
- 250. IPCS
- 252. IGTC
- 290. NACODS
- 291. NALGO
- 296. NATSOPA
- 302. NUB
- 312. NUM
- 314. NUPE
- 320. NUT & GW
- 321. N.U. HOSIERY & KMITW
- 382. SOGAT
- 400. TGMU
- 402. TWU
- 420. UCATT
- 424. USDAW
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

141 XEPTXEME IF NEW SCHM IS ACCEPTABLE

- 1. ALL E.EES
- 2. MOST
- 3. SOME
- 4. NONE
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

13. Do you think that the new incentive scheme is acceptable to the employees that you represent ?

All employees ☐
Most employees ☐
Some employees ☐
None ☐

142 ADJNEWX6 WAS NEW SCHEME NEWLY NEGOTD

- 1. NEW
- 2. EXTENSION
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

14. Was the new incentive scheme a

Newly negotiated scheme ☐
Extension or renegotiation of an existing scheme ☐

143 JOBSAFKT HOW JOB MECHANISATION AFFECTED

- 1. MORE MECH
- 2. SAME
- 3. LESS MECH
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

15. As a result of the new incentive scheme are the jobs in this section becoming

Becoming more mechanised ☐
Remaining the same ☐
Becoming less mechanised ☐
Not applicable ☐

144 MANPRAF6 SCHM FALL IN MANNING

- 1. YES NOW
- 2. YES LATER
- 0. NEVER
- 3. YES NOW AND LAT
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

16. Do you think that the new incentive scheme will lead to a fall in manpower ?

Yes - NO

0. NEVER
3. YES NOW AND LAT
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

145 MANJBLS6 NO JOBS TO BE AFFECTED

- 52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

146 COSTAFT6 HOW COSTS AFFECTED

1. YES
0. NO
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

147 XNWKRT6 IF TOO HARD TO EARN BONUS

1. TOO HARD
2. O.K.
3. NOT VERY HARD
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

148 PAYBEFOR HOW PAY COMPARED WITH OTHERS BEFORE

1. FAVOURABLE
2. UNFAV
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

149 PAYAFTER HOW PAY COMPARED WITH OTHERS AFTER

1. FAVOURABLE
2. UNFAV
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

150 HOWIMPAY IMPORT OF WKERS EARNING MORE

1. VERY
2. AVERAGE
3. NOT AT ALL
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

151 SPECCIRC SPEC CIRC WHICH INFLUENCE NEGS

0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

152 RCTSENH6 REACTION TO SCHM BY, SENIOR MANAGEMENT

1. FAVRBLE
2. INDIFF.
3. DISCONT.
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

153 RCTMIDH6 REACTION TO SCHM BY, HIDDLE MANAGEMENT

1. FAVRBLE
2. INDIFF.
3. DISCONT.
-52. N.R. OR NO CLEAR RES

manpower

Yes - NOW ☐
Yes - LATER ☐
No ☐
Not applicable ☐

NONE 0

16b If you think that the scheme will lead to redundancy or severance, how many jobs do you think will be affected?

NONE 0

17. Do you think that there will be a reduction in unit costs as a result of the new incentive scheme?

Number ☐
Not applicable ☐

NONE 0

18. Do you consider that under the new incentive scheme to earn a bonus you have to work

Yes ☐
No ☐
Not applicable ☐

NONE 0

19. How does pay in this section compare with that of other groups doing similar work? Please tick relevant boxes before and after the introduction of the scheme

Too hard ☐
About right ☐
Not very hard ☐

Favourably Unfavourably

Before the incentive scheme

After the introduction of the scheme

NONE 0

20. How important is it for workers in this section to earn more money?

Very important ☐
Important ☐
Not important ☐

NONE 0

21. Do special circumstances exist which influence wage negotiation within this company?

Yes ☐
No ☐

NONE 0

22. How would you describe the reactions of each of the following to the new scheme to date? Please tick each line.

Senior management
Middle management
Supervisors
Employees
Yourself

Favourable Discontented Indifferent

2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

154 RCTSUPR6 REACTION TO SCHM BY, SUPERVISORS

NONE 0

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

155 RCTEPEE6 REACTION TO SCHM BY, EMPLOYEES

NONE 0

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

156 RCTSELF6 REACTION TO SCHM BY, SELF

NONE 0

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

157 RCTSTWD6 REACTION TO SCHM BY, SHOP STEWARD

NONE 0

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

158 RCTLOCU6 REACTION TO SCHM BY, LOCAL UNION OFFICIAL

NONE 0

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

159 RCTHEDU6 REACTION TO SCHM BY, UNION LEADERSHIP

NONE 0

1. FAVRBLE
2. INDIFF.
3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

160 PREXCEM6 IF INDIV HAS PREV WORKED IN A SCHM

NONE 0

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

161 AGEABCD6 AGE OF INDIV

NONE 0 19.

1. < 21 YRS
2. 21-29 YRS
3. 30-44 YRS
4. 45-60 YRS
5. > 60 YRS
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

Employees			
Yourself			
Shop stewards / workers representatives			
Local union officials			
Union leadership			

23. Have you worked with an incentive scheme in another company ?

Yes ☐
No ☐

19. What age are you ?

Under 21 years ☐
21 - 29 years ☐
30 - 44 years ☐
45 - 60 years ☐
Over 60 ☐

-52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

162 SEXABCD6 SEX OF INDIV
 1. MALE
 2. FEMALE
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

163 WGTNUMBR

164 COMPSRV5 LENGTH SERVICE WITH COY
 1. <6 MTHS
 2. 6 MTHS - 1 YEAR
 3. 1 - 3 YRS
 4. >3 YR
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

165 TINSUPER PERIOD AS SUPERVISOR IN SECTION
 1. <1 YEARS
 2. 1 - 5 YRS
 3. >5 YRS
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

166 PRVEXTHS IF PREV EXPERIENCE IN THIS COY
 0. NO
 1. YES
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

167 PRVEXOTR IF PREV EXPERIENCE IN OTHER COY
 0. NO
 1. YES
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

168 TRAINOUT TRAINING AS PART OF SUP DUTY
 1. YES
 0. NO
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

169 TRNPERWK HOURS TRAIN PER WEEK
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

170 UNONMEM5 IF UNION MEMBER
 0. NO
 1. YES
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

171 UNONWHCS MEMB OF WHICH UNION
 0. NONE
 61. ASSOC CLER TECH & SU
 130. BACH
 131. BUTTA
 134. CNU

Over 60 ☐

NONE 0 26. Are you male or female ?
 Male ☐
 Female ☐

NONE 0 1. How long have you worked for this company ? Please tick appropriate box.
 Under 6 months ☐
 6 months - 1 year ☐
 1 - 3 years ☐
 Over 3 years ☐

NONE 0 2. How long have you been a supervisor in this section ?
 Less than 1 year ☐
 1 - 5 years ☐
 Over 5 years ☐

NONE 0 3. Have you had previous supervisory experience in this company ?
 Yes ☐
 No ☐

NONE 0 4. Have you had previous supervisory experience in another company ?
 Yes ☐
 No ☐

NONE 0 6. Is training an understood part of your supervisory duties ?
 Yes ☐
 No ☐

6a If 'YES',
 how many hours per week do you spend on it ?
 Hours per week ☐
 Not applicable ☐

NONE 0 7. Are you a member of a trade union ?
 Yes ☐
 No ☐

7a If 'YES',
 please state which

130. NACH
133. BRITS
154. CSU
104. APAC
301. NUAAW
318. NUSHWC, H & DE
105. APEX
108. ASB
110. ASTMS
113. AUEW
114. AUEW-TASS
151. CATU
152. CONSE
171. EETPU
175. ETU
194. FTAT
211. GMUU
250. IPCS
252. ISTC
290. MACODS
291. NALGO
296. NATSOPA
302. NUB
312. NUM
314. NUPE
320. NUT & GW
321. N.U. HOSIERY & KNITW
382. SOGAT
400. TGWU
402. TWU
420. UCATT
424. USDAW
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

172 PREXCEM5 IF INDIV HAS PREV WORKED IN A SCHM
0. NO
1. YES
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

173 PREXVAL5 OPINION OF PREV SCHEME
1. VERY GOOD
2. ACCEPTABLE
3. BAD
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

174 MANYEMPS NUMBER OF EMEES UNDER SUPER
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

175 HOWREPWK REPNESS OF WORK IN SECT
1. CONTINUOUS
2. SAME HOURLY
3. SAME DAILY
4. SAME WEEKLY
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2
5. NOT OVERLY REP OR RO

176 SECJBTP NATURE OF JOBS IN SECT
1. MANUAL

NONE 0

3. Have you worked with an incentive scheme before ?

Yes ☐
No ☐

8b If 'YES',

NONE 0

what did you think of this type of scheme ?

Very good ☐
Acceptable ☐
Not good ☐
Not applicable ☐

NONE 0

9. How many employees are directly under your supervision ?

Number :

NONE 0

10. How repetitive is the work of the employees you supervise ?

1. Continually same sequence of actions ☐
2. Similar/same action each day ☐
3. Similar/same action each hour ☐
4. Similar/same action each week ☐
.....Some other, (SPECIFY)

NONE 0

11. Are the jobs in the section you supervise mainly

- 176 SECJB TYP NATURE OF JOBS IN SECT
1. MANUAL
 2. MACHINE ASSISTED
 3. CONVEYER PAGED
 4. AUTOMATIC
 - 52. N.R. OR NO CLEAR RES
 - 54. N.A.*N.K.*2ND ETC OP
 - 95. NOT IN W 1 OR ELSE 2

- 177 OFTCHJOB REG OF JOB CHANGE
1. DAILY
 2. WEEKLY
 3. MONTHLY
 4. ANNUALLY
 5. HARDLY EVER
 6. NEVER
 7. 1+2
 - 52. N.R. OR NO CLEAR RES
 - 54. N.A.*N.K.*2ND ETC OP
 - 95. NOT IN W 1 OR ELSE 2

- 178 STDISCUS IF STANDARDS NOT DISCUSSED
1. ALWAYS
 2. USUAL
 3. OCCAS
 4. NEVER
 - 52. N.R. OR NO CLEAR RES
 - 54. N.A.*N.K.*2ND ETC OP
 - 95. NOT IN W 1 OR ELSE 2

- 179 STDAGREE IF STANDARDS AGREED TO FIRST
1. ALWAYS
 2. USUAL
 3. OCCAS
 4. NEVER
 - 52. N.R. OR NO CLEAR RES
 - 54. N.A.*N.K.*2ND ETC OP
 - 95. NOT IN W 1 OR ELSE 2

- 180 STDCHECK IF STANDARDS REG CHECKED
1. ALWAYS
 2. USUAL
 3. OCCAS
 4. NEVER
 - 52. N.R. OR NO CLEAR RES
 - 54. N.A.*N.K.*2ND ETC OP
 - 95. NOT IN W 1 OR ELSE 2

- 181 STDKEPTO IF STANDARDS KEPT TO
1. ALWAYS
 2. USUAL
 3. OCCAS
 4. NEVER
 - 52. N.R. OR NO CLEAR RES
 - 54. N.A.*N.K.*2ND ETC OP
 - 95. NOT IN W 1 OR ELSE 2

- 182 STDALTER IF STANDARDS ALTERED WITH CONDITIONS
1. ALWAYS
 2. USUAL
 3. OCCAS
 4. NEVER
 - 52. N.R. OR NO CLEAR RES
 - 54. N.A.*N.K.*2ND ETC OP
 - 95. NOT IN W 1 OR ELSE 2

- 183 STDSPECL IF STANDARDS LEFT TO SPECIALISTS
1. ALWAYS
 2. USUAL

NONE 0 11. Are the jobs in the section you supervise mainly

Manual ☐

Machine assisted ☐

Conveyor paced ☐

Automatically processed ☐

Some other, (SPECIFY) ☐

NONE 0 12a How often does this change occur ?

Daily ☐

Weekly ☐

Monthly ☐

Annually ☐

Hardly ever ☐

Never ☐

NONE 0 13. In your section are work methods and standards -
(please tick EACH line)

1. Given without discussion
2. Agreed between operative and management
3. Checked regularly
4. Kept to by operative
5. Altered as soon as conditions change
6. Best left to the specialist department

Always	Usually	Occasionally	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

NONE 0

NONE 0

NONE 0

NONE 0

183 STDSPECL IF STANDARDS LEFT TO SPECIALISTS

1. ALWAYS
2. USUAL
3. OCCAS
4. NEVER
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

184 WORKCONS CONTROL OF WKER OVER OWN OUTPUT

1. COMPLETE
2. SOME
3. NONE
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

14. How much control does a worker have over his output in this section ?

Complete control ☐
Some control ☐
No control ☐
Not applicable ☐

185 CAROVNKS IF POSS TO CARRY OVER WORK*EPEEJ -SUPERV

1. YES
0. NO
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

15. Is it possible for employees to carry over completed work from day to day to balance their output ?

Yes ☐
No ☐
Not applicable ☐

186 OTIMENEC IS OTIME NEC FROM COY VIEW

1. ALWAYS
2. SOMETIMES
3. NEVER
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

16. When overtime is worked in your section, do you consider it necessary from the company's point of view ?

Always ☐
Sometimes ☐
Never ☐

187 HILOABST IS ABSENTEEISM AS EXPECTED ?

1. HIGH
2. AVERAGE
3. LOW
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

17. Do you regard absenteeism in this section as

More than you would expect ☐
About what you would expect ☐
Lower than you would expect ☐

188 HILOTOVR IS TOVER AS EXPECTED ?

1. HIGH
2. AVERAGE
3. LOW
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

18. Do you regard labour turnover in this section as

More than you would expect ☐
About what you would expect ☐
Lower than you would expect ☐

189 TOVRAFCT EXTENT TOVR AFCTS OUTPUT

1. HIGH
2. LOW
3. NIL
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

19. To what extent does labour turnover or absenteeism affect your section's ability to meet potential output ?

A lot ☐
A little ☐
Not at all ☐

190 REJTRATE ACCEPTABLE RATE OF REJECTS

- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

20. What is the acceptable rate of rejects in your section ?

Percentage ☐
Not applicable ☐

191 RATECHNG HAS NEW SCHM GHGD THIS RATE ?

1. RISEN
2. CONST
3. FALLEN
- 52. N.R. OR NO CLEAR RES

NONE 0

20a Since the introduction of the new incentive scheme has the level of rejects

Risen ☐
Constant ☐
Fallen ☐

-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

192 SUPCNTRL IF SUPERVISOR CONTROL INCR

1. INCREASED
2. CONSTANT
3. DECREASED

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

193 ZKEHAFKT AFFECT OF SCHEME ON JOB

0. NO
1. YES

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

194 UINVINE5 IF INVOLVED IN NEGOTIATIONS

0. NO
1. YES

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

195 SUPXTRA5 IF MORE INFO PREPARED - SUPERV

0. NO
1. YES

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

196 DIFFTRUS IF DIFFERENTIALS DIFFIC INTERNALLY-SUPERV

0. NO
1. YES

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

197 DIFSOLV5 IF DIFF TROUB SOLVED COMPARATIVE -SUPERV

0. NO
1. YES

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

198 COMPTRUS IF DIFFERENTIALS DIFFIC COMPARATIV-SUPERV

0. NO
1. YES

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

199 COMPSOL5 IF DIFF TROUB SOLVED INTERNALLY -SUPERV

0. NO
1. YES

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

200 XMWKRA5 IF TOO HARD TO EARN BONUS

1. TOO HARD
2. O.K.
3. NOT VERY HARD

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

Fallen

Not applicable

NONE 0 22. Since the introduction of the new scheme has your control as supervisor

Increased

Remained the same

Decreased

NONE 0 23. Has the introduction of the scheme affected your job in any other way?

Yes

No

NONE 0 24. Were supervisors involved in discussions about the change to a new scheme?

Yes

No

NONE 0 25. As a result of the scheme do you have to prepare and supply more information to management?

Yes

No

NONE 0 26. Were claims about differentials a source of difficulty between groups in the company before the new scheme was introduced?

Yes

No

Don't know

Not applicable

26a If 'YES',

do you think that this scheme will help to overcome them?

Yes

No

NONE 0 27. Were claims about differentials a source of difficulty compared with employees in other companies?

Yes

No

Don't know

NONE 0 27a If 'YES', do you think that this scheme will help to overcome them?

Yes

No

Not applicable

NONE 0 28. Do you consider that under the new incentive scheme to earn a bonus employees have to work

Too hard

About right

Not very hard

NONE 0 29. How well do you think that management measures effort?

-95. NOT IN W 1 OR ELSE 2

201 MANMESEF HOW WELL MANAG. MEAS. EFFORT

1. WELL
2. ADEQUATELY
3. BADLY
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

29. How well do you think that management measures effort ?

Very well ☐

Adequately ☐

Badly ☐

202 OPNUSTN5 OPINIONS RE SCHM, EASILY UNDERSTOOD

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

30. Do you think that the scheme
(please tick each line)

1. is easy to understand
2. makes it easy to calculate wages and bonuses
3. establishes a real relationship between pay effort
4. is an improvement over the old system
5. makes work more worthwhile
6. is a suitable scheme for your work

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

203 OPNCALC5 OPINIONS RE SCHM, EASILY CALCULABLE

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

204 OPNRELAS OPINIONS RE SCHM, ESTAB RELATION OF PAY-

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

205 OPNIMPV5 OPINIONS RE SCHM, IMPROVEMENT ON OLD SCH

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

206 OPNWKVA5 OPINIONS RE SCHM, WORK MORE WORTHWHILE

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

207 OPNSUITS OPINIONS RE SCHM, SUITABLE SCHM

0. NO
1. YES
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

208 MANPRAF5 SCHM FALL IN MANNING

1. YES NOW
2. YES LATER
0. NEVER
3. YES NOW AND LAT
- 52. N.R. OR NO CLEAR RES
- 54. N.A.*N.K.*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

NONE 0

31. Do you think that the new incentive scheme will lead to a fall in manpower ?

Yes - now ☐

Yes - later ☐

Never ☐

Not applicable ☐

209 AFTSKIL5 EFFECT OF SCHM ON, SKILL

1. INCREASE
2. NO EFFECT
3. DECREASE
- 52. N.R. OR NO CLEAR RES

NONE 0

32. What effect do you think that the new scheme will have on each of the following ? Please tick EACH line.

Increase No effect Decrease

-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

210 AFTQUAL5 EFFECT OF SCHM ON, QUALITY

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

211 AFTSAFT5 EFFECT OF SCHM ON, SAFETY

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

212 AFTOUTP5 EFFECT OF SCHM ON, OUTPUT

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

213 AFTNETP5 EFFECT OF SCHM ON, TAKE HOME PAY

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

214 AFTDIFR5 EFFECT OF SCHM ON, DIFFERENTIALS

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

215 AFTMORL5 EFFECT OF SCHM ON, MORALE

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

216 AFTCOPM5 EFFECT OF SCHM ON, CO-OP WITH MANAGEMENT

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

217 AFTCOPE5 EFFECT OF SCHM ON, CO-OP BETWEEN EMPLOYE

1. INCREASE
2. NO EFFECT
3. DECREASE

-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

NONE 0

218 WELCOMU5 HOW WELL MANAGEMENT, COMMUNICATES

1. VERY WELL

NONE 0

1. Skill

2. Quality

3. Safety

4. Output

5. Take home pay

6. Differentials

7. Morale

8. Co-operation with management

9. Co-operation between employees

34.

How well do you think EACH of the following functions of management are carried out in relation to your work ? Please tick each line.

218 WELCOMUS HOW WELL MANAGEMENT, COMMUNICATES NONE 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

219 WELSUPE5 HOW WELL MANAGEMENT, SUPERVISES NONE 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

220 WELQUAL5 HOW WELL MANAGEMENT, CONTROLS QUALITY NONE 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

221 WELPLANS HOW WELL MANAGEMENT, PLANS PRODUCTION NONE 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

222 WELINVES HOW WELL MANAGEMENT, CONTROLS INVENTORY NONE 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

223 WELMAINS HOW WELL MANAGEMENT, PERFORMS MAINTENANC NONE 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

224 WELRECUS HOW WELL MANAGEMENT, RECRUITS NONE 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

225 WELTRAIS HOW WELL MANAGEMENT, PERFORMS TRAINING NONE 0
 1. VERY WELL
 2. ADEQUATELY
 3. POORLY
 -52. N.R. OR NO CLEAR RES
 -54. N.A.*N.K.*2ND ETC OP
 -95. NOT IN W 1 OR ELSE 2

226 WELHKSTS HOW WELL MANAGEMENT, PERFORMS METHOD STU NONE 0

34. How well do you think EACH of the following functions of management are carried out in relation to your work? Please tick each line.

	Very well	Adequately	Poorly
1. Communications			
2. Supervision			
3. Quality control			
4. Production planning and control			
5. Inventory control			
6. Maintenance			
7. Recruitment and selection			
8. Training			
9. Method study/work measurement			
10. Employee motivation.			

1. VERY WELL
2. ADEQUATELY
3. POORLY
-52. H.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

- ```

1. FAVRBLE
2. INDIFF.
3. DISCONT.
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

```

- ```

1. FAVRRLE
2. INDIFF.
3. DISCONT.
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

```

- ```

1. FAVRBLE
2. INDIFF.
3. DISCONT.
-52. N.R. OR NO CLEAR RES
-54. N.A.*N.K.*2ND ETC OP
-95. NOT IN W 1 OR ELSE 2

```

- 1. FAVRBLE
- 2. INDIFF.
- 3. DISCONT.
- 52. N.R. OR NO CLEAR RES
- 54. N.A.\*N.K.\*2ND ETC OP
- 95. NOT IN W 1 OR ELSE 2

1. FAVRBLE  
2. INDIFF.  
3. DISCONT.  
-52. N.R. OR NO CLEAR RES  
-54. N.A.\*N.K.\*2ND ETC OP  
-95. NOT IN W 1 OR ELSE 2

1. FAVRBLE  
2. INDIFF.  
3. DISCONT.  
-52. N.R. OR NO CLEAR RES  
-54. N.A.\*N.K.\*2ND ETC OP  
-95. NOT IN W 1 OR ELSE 2

1. FAVRBLE  
2. INDIFF.  
3. DISCONT.  
-52. H.R. OR NO CLEAR RES

1. Senior management
2. Middle management
3. Supervisors
4. Employees
5. Yourself
6. Shop stewards/  
workers representatives
7. Local union officials
8. Union leadership

[illegible]

3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

235 RCTHEDU5 REACTION TO SCHM BY, UNION LEADERSHIP

1. FAVORABLE  
 2. INDIFF.  
 3. DISCONT.

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0

236 QUIKPAYS IF ATTITUDE DIFFER WHEN PAYT SOONER

0. NO  
 1. YES

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0

37. If the incentive payment were made sooner after it is earned, would this affect your attitudes to the scheme?

Yes ☐  
 No ☐

237 VOLUAFT5 IF PRODUCTION VOLUME INCREASE - SUPERV

1. YES  
 0. NO

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0

7. Will the new incentive scheme increase the volume of production?

Yes ☐  
 No ☐

238 AGEABCD5 AGE OF INDIV

1. < 21 YRS  
 2. 21-29 YRS  
 3. 30-44 YRS  
 4. 45-60 YRS  
 5. > 60 YRS

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0

14. What age are you?

Under 21 years ☐  
 21 - 29 years ☐  
 30 - 44 years ☐  
 45 - 60 years ☐  
 Over 60 ☐

239 SEXABCD5 SEX OF INDIV

1. MALE  
 2. FEMALE

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0

26. Are you male or female?

Male ☐  
 Female ☐

240 TNGNEWIT REASONS TRAINING- PRODUCT CHANGE

NONE 0

241 TNGSTAFF REASONS TRAINING- STAFFING CHANGE

NONE 0

242 TNGTECHY REASONS TRAINING- TECHNOLOGY CHANGE

NONE 0

243 COMPSRV1 LENGTH SERVICE WITH COY

1. < 6 MTHS  
 2. 6 MTHS - 1 YEAR  
 3. 1 - 3 YRS  
 4. > 3 YR

NONE 0

15. How long have you worked for this company?

Under 6 months ☐  
 6 months - 1 year ☐  
 1 - 3 years ☐  
 Over 3 years ☐

244 SERVIM1 PERIOD IN MANAG CAPACITY

1. < 5 YEARS  
 2. 1 - 5 YRS  
 3. > 5 YRS

NONE 0

2. How long have you worked for this company in your present managerial capacity?

Less than 5 years ☐  
 1-5 years ☐  
 Over 5 years ☐

245 PREVSCHM WHETHER ANY PREV SCHM

0. NO  
 1. YES

NONE 0

4. Have incentive schemes operated in this section before?

Yes ☐  
 No ☐

246 PRVSCTYP TYPE OF PREV SCHM

1. IND.  
 2. GROUP  
 3. PLANT

NONE 0

4a. If 'YES', what kind of a scheme was it?

Individual ☐  
 Group ☐

| 1. IND. |          | 2. GROUP                                  |      | 3. PLANT |                                                                                                                                                       | What kind of a scheme was it?                                                                                                                                                           |  |
|---------|----------|-------------------------------------------|------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|         |          |                                           |      |          |                                                                                                                                                       | Individual<br>Group<br>Plant wide                                                                                                                                                       |  |
| 247     | TIMPRVSC | DURATION OF PREV SCHM                     | NONE | 0        | 4b. If 'YES',<br>how long did it last? .....                                                                                                          |                                                                                                                                                                                         |  |
| 248     | BASISXEM | WHAT IS BASIS OF NEW SCHEME?              | NONE | 0        | 6. Is the new incentive scheme based on individual, group or plant performance?                                                                       | <div>Individual <input type="checkbox"/></div> <div>Group <input type="checkbox"/></div> <div>Plant <input checked="" type="checkbox"/></div>                                           |  |
|         |          | 1. INDIV                                  |      |          | 6a. If NOT plant wide,<br>how keen are the white-collar staff to have their pay related to productivity?                                              | <div>Keen <input type="checkbox"/></div> <div>Indifferent <input type="checkbox"/></div> <div>Opposed <input type="checkbox"/></div> <div>Not applicable <input type="checkbox"/></div> |  |
|         |          | 2. GROUP                                  |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 3. PLANT                                  |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 4. IND+GROUP                              |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 5. IND + PLANT                            |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 6. GROUP + PLANT                          |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 7. IND + GROUP + PLANT                    |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 249     | WHCINXEM | DID WHITE COLLAR JOIN?                    | NONE | 0        | 7. How many trades unions, of representative groups of workers, do you negotiate with on this site?                                                   |                                                                                                                                                                                         |  |
|         |          | 1. KEEN                                   |      |          | 8. How often does a shop steward/workers' representative from the section with the new incentive scheme raise a pay issue with someone in management? | <div>Frequently <input type="checkbox"/></div> <div>Occasionally <input type="checkbox"/></div> <div>Never <input type="checkbox"/></div>                                               |  |
|         |          | 2. INDIFF                                 |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 3. OPPOSED                                |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 250     | MANYUNOS | NO OF UNIONS ON SITE                      | NONE | 0        | Were claims about differentials a source of difficulty between groups in the Authority before the new scheme was introduced?                          |                                                                                                                                                                                         |  |
| 251     | OFTNRPT1 | REG OF PAY DISPUTE RE SCHEME              | NONE | 0        | If "yes" do you think that this scheme will help to overcome them?                                                                                    |                                                                                                                                                                                         |  |
|         |          | 1. FREQ.                                  |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 2. OCCAS.                                 |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 3. NEVER                                  |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 252     | DIFFTRU1 | IF DIFFERENTIALS DIFFIC INTERNALLY-SENIOR | NONE | 0        | Were claims about differentials a source of difficulty compared with employees in other Authorities before the new scheme was introduced?             |                                                                                                                                                                                         |  |
|         |          | 0. NO                                     |      |          | If "yes" do you think that this scheme will help to overcome them?                                                                                    |                                                                                                                                                                                         |  |
|         |          | 1. YES                                    |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 253     | DIFFSOL1 | IF DIFF TROUB SOLVED COMPARATIVE -SENIOR  | NONE | 0        | Were claims about differentials a source of difficulty compared with employees in the private sector before the new scheme was introduced?            |                                                                                                                                                                                         |  |
|         |          | 0. NO                                     |      |          | If "yes" do you think that this scheme will overcome them?                                                                                            |                                                                                                                                                                                         |  |
|         |          | 1. YES                                    |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 254     | COMPTRU1 | IF DIFFERENTIALS DIFFIC COMPARATV-SENIOR  | NONE | 0        |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 0. NO                                     |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 1. YES                                    |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 255     | COMPSOL1 | IF DIFF TROUB SOLVED INTERNALLY -SENIOR   | NONE | 0        |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 0. NO                                     |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 1. YES                                    |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 256     | COMPPRIV | CMPARE AUTH WITH COMP DIFFERENTIAL PROB   | NONE | 0        |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 0. NO                                     |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 1. YES                                    |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 257     | COMPRVFX | IF SCHM MIGHT FIX PROBS PER COMPPRIV-     | NONE | 0        |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 0. NO                                     |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 1. YES                                    |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 258     | NEGSTART | DATE NEGOTIATIONS STARTED                 | NONE | 0        | When did negotiations on the new incentive scheme start and finish?                                                                                   |                                                                                                                                                                                         |  |
| 259     | NEGFINSH | DATE NEGOTIATIONS FINISHED                | NONE | 0        |                                                                                                                                                       |                                                                                                                                                                                         |  |
| 260     | UNSNeg11 | UNIONS INVOL IN DISCUSSION - ANS 1        | NONE | 0        |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 0. NONE                                   |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 61. ASSOC CLER TECH & SU                  |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 130. BACM                                 |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 133. BRITS                                |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 154. CSU                                  |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 104. APAC                                 |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 301. NUAAW                                |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 318. NUSMWC,H & DE                        |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 105. APEX                                 |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 108. ASB                                  |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 110. ASTMS                                |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 111. AUEA                                 |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |
|         |          | 112. AUEA-TAAS                            |      |          |                                                                                                                                                       |                                                                                                                                                                                         |  |

108. ASB  
 110. ASTMS  
 113. AUEW  
 114. AUEW-TASS  
 151. CATU  
 152. CONSE  
 171. EETPU  
 175. ETU  
 194. FTAT  
 211. GMWU  
 250. IPCS  
 252. ISTC  
 290. NACODS  
 291. NALGO  
 296. NATSOPA  
 302. NUB  
 312. NUM  
 314. NUPE  
 320. NUT & GW  
 321. N.U. HOSIERY & KNITW  
 382. SOGAT  
 400. TGWU  
 402. TWU  
 420. UCATT  
 424. USDAW

13. Which unions were involved in the discussions? Please list.

1 .....  
 2 .....  
 3 .....  
 5 .....

None ☐

261 UNSNEG12 UNIONS INVOL IN DISCUSSION - ANS 2

NONE 0

Which unions were involved in the discussions? Please list.

0. NONE  
 61. ASSOC CLER TECH & SU  
 130. BACH  
 133. BRITS  
 154. CSU  
 104. APAC  
 301. NUAAW  
 318. NUSHWC,H & DE  
 105. APEX  
 108. ASB  
 110. ASTMS  
 113. AUEW  
 114. AUEW-TASS  
 151. CATU  
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 171. EETPU  
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 250. IPCS  
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 290. NACODS  
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 296. NATSOPA  
 302. NUB  
 312. NUM  
 314. NUPE  
 320. NUT & GW  
 321. N.U. HOSIERY & KNITW  
 382. SOGAT  
 400. TGWU  
 402. TWU  
 420. UCATT  
 424. USDAW

262 UNSNEG13 UNIONS INVOL IN DISCUSSION - ANS 3

NONE 0

Which unions were involved in the discussions? Please list.

0. NONE  
 61. ASSOC CLER TECH & SU  
 130. BACH  
 133. BRITS  
 154. CSU  
 104. APAC

154. CSU  
 104. APAC  
 301. NUAAN  
 318. NUSMWC, H & DE  
 105. APEX  
 108. ASB  
 110. ASTMS  
 113. AUEW  
 114. AUEW-TASS  
 151. CATU  
 152. COHSE  
 171. EETPU  
 175. ETU  
 194. FTAT  
 211. GMWU  
 250. IPCS  
 252. ISTC  
 290. NACODS  
 291. NALGO  
 296. NATSOPA  
 302. NUB  
 312. NUM  
 314. NUPE  
 320. NUT & GW  
 321. N.U. HOSIERY & KNITW  
 382. SUGAT  
 400. TGWU  
 402. TWU  
 420. UCATT  
 424. USDAW

263 UNSNEG14 UNIONS INVOL IN DISCUSSION - ANS 4

NONE 0

Which unions were involved in the discussions? Please list.

0. NONE  
 61. ASSOC CLER TECH & SU  
 130. BACH  
 133. BRITS  
 154. CSU  
 104. APAC  
 301. NUAAN  
 318. NUSMWC, H & DE  
 105. APEX  
 108. ASB  
 110. ASTMS  
 113. AUEW  
 114. AUEW-TASS  
 151. CATU  
 152. COHSE  
 171. EETPU  
 175. ETU  
 194. FTAT  
 211. GMWU  
 250. IPCS  
 252. ISTC  
 290. NACODS  
 291. NALGO  
 296. NATSOPA  
 302. NUB  
 312. NUM  
 314. NUPE  
 320. NUT & GW  
 321. N.U. HOSIERY & KNITW  
 382. SUGAT  
 400. TGWU  
 402. TWU  
 420. UCATT  
 424. USDAW

264 UNSNEG14 UNIONS INVOL IN DISCUSSION - ANS 5

NONE 0

Which unions were involved in the discussions? Please list.

264 UNSNEG15 UNIONS INVOL IN DISCUSSION - AWS 5

0. NONE  
 61. ASSOC CLER TECH & SU  
 130. BACH  
 133. BRITS  
 154. CSU  
 104. APAC  
 301. NUAAW  
 318. NUSMWC, H & DE  
 105. APEX  
 108. ASB  
 110. ASTMS  
 113. AUEW  
 114. AUEW-TASS  
 151. CATU  
 152. COHSE  
 171. EETPU  
 175. ETU  
 194. FIAT  
 211. GMMU  
 250. IPCS  
 252. ISTC  
 290. NACODS  
 291. NALGO  
 296. NATSOPA  
 302. NUB  
 312. NUM  
 314. NUPE  
 320. HUT & GW  
 321. N.U. HOSIERY & KNITW  
 382. SOGAT  
 400. TGWU  
 402. TWU  
 420. UCATT  
 424. USDAW

NONE 0

Which unions were involved in the discussions? Please list.

265 KINDLABR LABOUR TYPE IN THIS SECTION

1. SKILLED  
 2. AVERAGE SKILL  
 3. UNSKILLED

NONE 0

14. What kind of labour is required to carry out the work in this section?

Highly skilled ☐  
 Moderately skilled ☐  
 Unskilled ☐

266 SKILTIME LENGTH OF LEARNING TIME IN WEEKS

NONE 0

14a. How long does it take to gain the necessary skills?

267 MESEFFRT HOW WELL CAN EFFORT BE MEAS

1. PRECISELY  
 2. FAIRLY WELL  
 3. NOT AT ALL

NONE 0

15. How effectively can changes in employee effort be measured in this section?

Very precisely ☐  
 Fairly effectively ☐  
 Not at all ☐

268 IFMESALL IS THIS MEAS UNIVERSAL ?

0. NO  
 1. YES

NONE 0

15a. Is this true of all categories of employees in this section?

Yes ☐  
 No ☐

269 IMPOFOAL IMPORTANCE OF STANDARDS IN SECT

1. CRITICAL  
 2. IMPORTANT  
 3. UNIMPORTANT

NONE 0

16. How important are quality and material usage standards for the work performed in the section with the new incentive scheme?

Critical ☐  
 Important ☐  
 Unimportant ☐  
 Not applicable ☐

270 SUPRCOMP COMPETENCE OF SURERVISORS

1. SATISFACTORY  
 2. UNSATIS

17. Are most of the supervisors in this section

Satisfactory ☐  
 Unsatisfactory ☐  
 Not applicable ☐

271 TECHSLOW IS RATE OF INTRO OF TECH ...

1. SLOW  
 2. MODERATE  
 3. RAPID

NONE 0

18. Do you think that the company's rate of introducing new machinery or technology is

Slow ☐  
 Moderate ☐  
 Rapid ☐  
 Not applicable ☐

272 PRICAFT1 EFFECT OF SCHEME ON PRICES - SENIOR

1. INCREASE  
 2. DECREASE

NONE 0

19. How do you think that the introduction of this incentive scheme will effect prices to the customer?



Not applicable  
Scheme will effect prices to the

NONE 0

19. How do you think that the introduction of this incentive scheme will effect prices to the customer? Not applicable

**Increase**

**No change**

Decrease

relevant box.

NONE 0

22. How often is the bonus or higher rate paid? Please tick the relevant box.

Same week

### One week in arrears

## Two weeks in arrears

Two-four weeks in arrears

### Four–six weeks in arrears

### Over six months in arrears

NONE 0

23. Is the basis for payment of the bonus

**A percentage of basic pay on all rates**

**A flat sum for all employees, on all rates**

### A sum varying from job to job

NONE: 0

23a. If *bonus* is a percentage of *basic pay*, what percentage is it?

NONE 0

23b. If sum varies from job to job, does it vary according to

### Length of service

Age

### Seniority

NDNE C

24. What effect do you think that the new scheme will have on each of the following? Please tick each line.

|          |           |          |
|----------|-----------|----------|
| Increase | No change | Decrease |
|----------|-----------|----------|

NONE

### 1 Skill/proficiency

## 2 Quality/worth

### 3 Safety

#### 4 Output

**\$ Take home pay**

## 6 Differentials

## 7 Morale

## 8 Co-operation with management

### 9 Co-operation between employees

NONE

NONE

NONE

NONE

NONE

NONE

UONE

|     |          |                                          |      |   |
|-----|----------|------------------------------------------|------|---|
| 285 | AFTCOPE1 | EFFECT OF SCHM ON, CO-OP BETWEEN EMPLOYE | NONE | 0 |
|     |          | 1. INCREASE                              |      |   |
|     |          | 2. NO EFFECT                             |      |   |
|     |          | 3. DECREASE                              |      |   |
| 286 | HANPRAF1 | SCHM FALL IN MANNING                     | NONE | 0 |
|     |          | 1. YES NOW                               |      |   |
|     |          | 2. YES LATER                             |      |   |
|     |          | 0. NEVER                                 |      |   |
|     |          | 3. YES NOW AND LATE                      |      |   |
| 287 | XTRAINFO | IF SCHEME REQ EXTRA INFO                 | NONE | 0 |
|     |          | 0. NO                                    |      |   |
|     |          | 1. YES                                   |      |   |
| 288 | CTRLAFKT | HOW MANAGEMENT CONTROL AFFECTED          | NONE | 0 |
|     |          | 1. YES                                   |      |   |
|     |          | 0. NO                                    |      |   |
| 289 | PREXCEM1 | IF INDIV HAS PREV WORKED IN A SCHM       | NONE | 0 |
|     |          | 0. NO                                    |      |   |
|     |          | 1. YES                                   |      |   |
| 290 | AGEABCD1 | AGE OF INDIV                             | NONE | 0 |
|     |          | 1. < 21 YRS                              |      |   |
|     |          | 2. 21-29 YRS                             |      |   |
|     |          | 3. 30-44 YRS                             |      |   |
|     |          | 4. 45-60 YRS                             |      |   |
|     |          | 5. > 60 YRS                              |      |   |
| 291 | VOLUAFT1 | IF PRODUCTION VOLUME INCREASE - SENIOR   | NONE | 0 |
|     |          | 1. YES                                   |      |   |
|     |          | 0. NO                                    |      |   |
| 292 | TYPEMRK1 | TYPE OF MARKET                           | NONE | 0 |
|     |          | 1. MONOP.                                |      |   |
|     |          | 2. OLIGOPOLY                             |      |   |
|     |          | 3. OPEN                                  |      |   |
| 293 | COPTMRK1 | MARKET COMPETITIVE - WAVE2 OPTIONS       | NONE | 0 |
|     |          | 1. EXTREMELY                             |      |   |
|     |          | 2. VERY HIGHLY                           |      |   |
|     |          | 3. VERY                                  |      |   |
|     |          | 4. AVERAGE                               |      |   |
|     |          | 5. NOT VERY                              |      |   |
|     |          | 6. NOT                                   |      |   |
| 294 | INCRPRO1 | IF DESIRABLE TO INC PROD CAPACITY-SENIOR | NONE | 0 |
|     |          | 0. NO                                    |      |   |
|     |          | 1. YES                                   |      |   |
| 295 | ORDERTI1 | TIME FROM ORDER TO DELIV                 | NONE | 0 |
| 296 | ACHDLIV1 | OBJECTIVES ACHIEVED-LEAD TIME REDUCED    | NONE | 0 |
| 297 | OBJDLIV1 | SCHEME OBJECTS-SENIOR-LEAD TIME REDUCED  | NONE | 0 |
| 298 | DATQUALY | CONTROL DATA FROM- QUALITY CONTROL       | NONE | 0 |
| 299 | WHOCONSL | E34 STEWARD CONSULTS WHOM IN CARRYING OU | NONE | 0 |
| 300 | MANCUTS6 |                                          | NONE | 0 |
| 301 | DECIDFAC | D30 FACTORS INFLUENCING ADVICE GIVEN BY  | NONE | 0 |
| 302 | PRVXEME6 | F36 TYPE OF SCHEME PREVIOUSLY EXPERIENCE | NONE | 0 |
| 303 | CHANGESS |                                          | NONE | 0 |

25. Do you think that the new incentive scheme will lead to a fall in manpower?

Yes—now

Yes—later

Never

27. Does this scheme require more information to be collected by management?

Yes

No

28. Has control by senior management been affected as a result of this scheme?

Yes

No

25. Have you worked with an incentive scheme before?

Yes

No

27. What age are you?

Under 21 years

21-29 years

30-44 years

45-60 years

Over 60

7. Will the new incentive scheme increase the volume of production?

Yes

No

1. (a) What kind of market are you in?

Monopoly

Oligopoly

Open

(b) How competitive is your market?

Extremely competitive

Very highly

Very

Average

Not very

Not

6. Does the market make it desirable that the company increase its productive capacity?

Yes No

Please state how much time normally elapses between the placement of an order and delivery to the customer.  
What were the company's aims and objectives in introducing this scheme? To decrease lead time on order deliveries.

What were the company's aims and objectives in introducing this scheme? To decrease lead time on order deliveries.

Which departments will provide control data for the scheme? Please tick all relevant boxes.

Whom do you consult within carrying out your responsibilities?

Please tick any relevant boxes.

If "yes" how do you think management will achieve this?

Tick more than one box if necessary.

Please describe briefly what factors made you advise in favour of or against the scheme.

If "yes" please describe the type of scheme.

Has the introduction of the incentive scheme caused any of the

|     |          |                                                                                         |      |   |                                                                                                                                                                                                                     |
|-----|----------|-----------------------------------------------------------------------------------------|------|---|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 302 | PRVXEME6 | F36 TYPE OF SCHEME PREVIOUSLY EXPERIENCE                                                | NONE | 0 | or against the scheme.<br>If "yes" please describe the type of scheme.                                                                                                                                              |
| 303 | CHANGES5 |                                                                                         | NONE | 0 | Has the introduction of the incentive scheme caused any of the following changes? Please tick all relevant boxes.                                                                                                   |
| 304 | TURNOVER | B15 WHY LABOUR TOWER DIFFERENT THAN EXPE                                                | NONE | 0 | If higher or lower than you would expect, to what do you attribute your answer (please tick more than one if necessary)?                                                                                            |
| 305 | ABSENTEE | B16 WHY ABSENTEEISM DIFFERENT THAN EXPEC                                                | NONE | 0 | If higher or lower than you would expect, to what do you attribute your answer (please tick more than one if necessary)?                                                                                            |
| 306 | PRVXEME5 | F36 TYPE OF SCHEME PREVIOUSLY EXPERIENCE                                                | NONE | 0 | If "yes" what was the last kind of scheme you worked with?                                                                                                                                                          |
| 307 | FLWHOLD5 | B17 CAUSES OF WORK FLOW HOLD-UPS                                                        | NONE | 0 | What do you think accounts for hold-ups in the present work flow? Please tick a maximum of three.                                                                                                                   |
| 308 | RQRJBCHG | B16 NATURE OF SUPRV JOB CHG DUE TO SCHEM                                                | NONE | 0 | Does the change in job require (tick more than one if necessary)?                                                                                                                                                   |
| 309 | REASNCHG | B16 REASONS FOR WORKERS CHANGING JOB                                                    | NONE | 0 | When workers change jobs this is due to (tick more than one box if necessary).                                                                                                                                      |
| 310 | SUPJBCHG | C23 HOW SUPERVISOR JOB HAS CHANGED EG. A                                                | NONE | 0 | If "yes" please describe briefly how your job has changed.                                                                                                                                                          |
| 311 | OBJECTV5 | H40 OBJECTIVES IN INTRODUCING SCHEME                                                    | NONE | 0 | What do you think were the company's main objectives in introducing the scheme? Please tick a maximum of five.                                                                                                      |
| 312 | NEGOTIAS | E33 WHOM NEGOTIATIONS TOOK PLACE WITH                                                   | NONE | 0 | If "yes" with whom did these discussions take place? Please tick all relevant boxes.                                                                                                                                |
| 313 | SUPRQUAL | F36 QUALIFICATIONS OF SUPR IN ACQUIRING                                                 | NONE | 0 | What qualifications have you for this post?                                                                                                                                                                         |
| 314 | SATISFC5 | F37 IMPORTANT FACTORS IN JOB SATISFACTIO                                                | NONE | 0 | Which of the following factors are most important to your job satisfaction? Please tick a maximum of three.                                                                                                         |
| 315 | MANCUTS1 | D31 HOW MANAG IS EXPECTED TO GO ABOUT MA                                                | NONE | 0 | If new scheme will lead to a reduction in manpower, how do you think management will achieve this (please tick more than 1 box if necessary)?                                                                       |
| 316 | PRVXEME1 | F36 TYPE OF SCHEME PREVIOUSLY EXPERIENCE                                                | NONE | 0 | If "yes" please describe the type of scheme.                                                                                                                                                                        |
| 317 | XEMETYPE | A2 SCHEME TYPE EG. VARIED BONUS ETC.                                                    | NONE | 0 | What sort of incentive scheme has been introduced in the section? Please tick the relevant box.                                                                                                                     |
| 318 | ACHIEVTS | H40 ACHIEVTS SCHM PER SENIOR MANAG-ALSO                                                 | NONE | 0 | Which of the items listed in question 30 are you confident the scheme is achieving?                                                                                                                                 |
| 319 | OBJECTV1 | H40 OBJECTIVES IN INTRODUCING SCHEME-ALS                                                | NONE | 0 | What were the company's aims and objectives in introducing this scheme? Please tick a maximum of five.                                                                                                              |
| 320 | BASISERN | A2 BONUS REQUIRES - SEE ALSO BASERNBB                                                   | NONE | 0 | How is the bonus on higher rate earned? Please tick all relevant boxes.                                                                                                                                             |
| 321 | BASERNBB | A2 BONUS REQUIRES - SEE ALSO BASISERN                                                   | NONE | 0 | How is the bonus on higher rate earned? Please tick all relevant boxes.                                                                                                                                             |
| 322 | TROLDATA | A3 DEPTS GIVING DATA - ALSO DATQUALY                                                    | NONE | 0 | Which departments will provide control data for the scheme? Please tick all relevant boxes.                                                                                                                         |
| 323 | MANTRAN1 |                                                                                         | NONE | 0 | If new scheme will lead to a reduction in manpower, how do you think management will achieve this? Transfer to other work.                                                                                          |
| 324 | COMPSRV2 | LENGTH SERVICE WITH COY<br>1. <6 MTHS<br>2. 6 MTHS - 1 YEAR<br>3. 1 - 3 YRS<br>4. >3 YR | NONE | 0 | How long have you worked in this company?<br>Under 6 months <input type="checkbox"/><br>6 months - 1 year <input type="checkbox"/><br>1 - 3 years <input type="checkbox"/><br>Over 3 years <input type="checkbox"/> |
| 325 | SERVIM2  | PERIOD IN MANAG CAPACITY<br>1. <5 YEARS<br>2. 1 - 5 YRS<br>3. >5 YRS                    | NONE | 0 | How long have you worked for this company in your present managerial capacity?<br>Less than 5 years <input type="checkbox"/><br>1-5 years <input type="checkbox"/><br>Over 5 years <input type="checkbox"/>         |
| 326 | PREXCEM2 | IF INDIV HAS PREV WORKED IN A SCHM<br>0. NO<br>1. YES                                   | NONE | 0 | 31. Have you worked with incentive schemes before?<br>Yes <input type="checkbox"/><br>No <input type="checkbox"/>                                                                                                   |
| 327 | PREXVAL2 | OPINION OF PREV SCHEME<br>1. VERY GOOD<br>2. ACCEPTABLE<br>3. BAD                       | NONE | 0 | 25b. And what did you think of this type of scheme?<br>Very good <input type="checkbox"/><br>Acceptable <input type="checkbox"/><br>Not good <input type="checkbox"/>                                               |
| 328 | TRWHRWHT | WHERE TRAINING IS HELD FOR WHITE COLLAR<br>1. WITHIN AUTH.<br>2. EXT.AUTH.              | NONE | 0 | If "yes" is the training for white collar employees?                                                                                                                                                                |

|     |          |                                                                             |      |   |                                                                                                                                                                                               |
|-----|----------|-----------------------------------------------------------------------------|------|---|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 329 | SITLABWH | TOTAL WH COL LABOUR FORCE ?                                                 | NONE | 0 | What is the total labour force of this site? - White collar.                                                                                                                                  |
| 330 | SITLABBL | TOTAL BL COL LABOUR FORCE ?                                                 | NONE | 0 | What is the total labour force of this site? - Blue collar.                                                                                                                                   |
| 331 | PCSITTOV | LABOUR TOVER IN 12 MONTHS ?                                                 | NONE | 0 | What percentage of labour turnover has there been in this site in the past twelve months?                                                                                                     |
| 332 | LOSTHRPC | % HOURS LOST PER WEEK ?                                                     | NONE | 0 | How many man hours are lost per week through poor attendance in this site? - Percentage total man hours.                                                                                      |
| 333 | LOSTHOUR | TOTAL HOURS LOST PER WEEK ?                                                 | NONE | 0 | How many man hours are lost per week through poor attendance in this site? - Hours per week.                                                                                                  |
| 334 | AFKTNBL  | IF BLACK COLLAR NO HAS INCREASED<br>1. INCREASED<br>2. SAME<br>3. DECREASED | NONE | 0 | As a result of the new incentive scheme has the labour force of this site for blue collar workers.                                                                                            |
| 335 | AFKTNWH  | IF WHITE COLLAR NO HAS INCREASED<br>1. INCREASED<br>2. SAME<br>3. DECREASED | NONE | 0 | As a result of the new incentive scheme has the labour force of this site for white collar workers.                                                                                           |
| 336 | SUPNUMBR | IN COY, HOW MANY - SUPERVIS ?                                               | NONE | 0 | What number of employees in this section are supervisors?                                                                                                                                     |
| 337 | SKILNUMB | IN COY, HOW MANY - SKILLED ?                                                | NONE | 0 | Skilled/Fully trained                                                                                                                                                                         |
| 338 | SEMINUMB | IN COY, HOW MANY - SEMISKILLED ?                                            | NONE | 0 | Semi-skilled/Partially trained                                                                                                                                                                |
| 339 | UNSKNUMB | IN COY, HOW MANY - UNSKIL ?                                                 | NONE | 0 | Unskilled/Untrained                                                                                                                                                                           |
| 340 | APPRNUMB | IN COY, HOW MANY - APPRENT ?                                                | NONE | 0 | Apprentices/Trainees                                                                                                                                                                          |
| 341 | DIREMPSC | HOW MANY DIRECT WORKERS ?                                                   | NONE | 0 | What number of employees in this section are direct workers?                                                                                                                                  |
| 342 | INDEMPSC | HOW MANY INDER WORKERS ?                                                    | NONE | 0 | Indirect workers?                                                                                                                                                                             |
| 343 | WHOXEMTO | SCHM FOR DIR OR INDIR WKRS ?<br>1. YES<br>0. NO                             | NONE | 0 | Does your new scheme apply to indirect/direct workers?                                                                                                                                        |
| 344 | LIKXEMTO | IS DIRECT DIFFERENT ?<br>1. SAME<br>2. DIFFERENT                            | NONE | 0 | If "yes" is the indirect/direct worker scheme.                                                                                                                                                |
| 345 | STAFINCL | IS ANY STAFF LEVEL INCL ?<br>1. YES<br>0. NO                                | NONE | 0 | Are any levels of staff included in the scheme indirectly or directly?                                                                                                                        |
| 346 | PCSECTTO | WHAT % TOVER PAST 12 MTHS ?                                                 | NONE | 0 | What percentage of labour turnover has there been in this section over the past twelve months?                                                                                                |
| 347 | LOWERTOV | HOW COMP LAST 5 YEARS ?<br>0. NO<br>1. YES                                  | NONE | 0 | Do these figures compare favourably with the position over the past five years?                                                                                                               |
| 348 | HRLOSTPC | HOW MANY HRS LOST - %AGE BY ABST ?                                          | NONE | 0 | How many man hours are lost per week through poor attendance in this incentive/scheme section?                                                                                                |
| 349 | NUHRLOST | NUMBER HRS LOST ABST ?                                                      | NONE | 0 | How many man hours are lost per week through poor attendance in this incentive/scheme section?                                                                                                |
| 350 | OFTNRPT2 | REG OF PAY DISPUTE RE SCHEME<br>1. FREO.<br>2. OCCAS.<br>3. NEVER           | NONE | 0 | How often does a shop steward/workers' representative from the section with the new incentive scheme raise a pay issue with someone in management?                                            |
| 351 | WGBEF21  | AVE WKLY PAY BEFORE- BASIC-PERSON                                           | NONE | 0 | What is the breakdown of the average weekly wage in the incentive scheme section? Please fill in (in the relevant boxes) the amounts to the nearest £ both before and after the introduction. |
| 352 | WGBEF22  | AVE WKLY PAY BEFORE- SHIFT ALLOW-PERSON                                     | NONE | 0 | Basic shift allowance                                                                                                                                                                         |
| 353 | WGBEF23  | AVE WKLY PAY BEFORE- OVERTIME PAY-PERSON                                    | NONE | 0 | Overtime pay                                                                                                                                                                                  |

|     |          |                                                                                |      |   |                                                                                                         |
|-----|----------|--------------------------------------------------------------------------------|------|---|---------------------------------------------------------------------------------------------------------|
| 353 | WGEBEF23 | AVE WKLY PAY BEFORE- OVERTIME PAY-PERSON                                       | NONE | 0 | Overtime pay                                                                                            |
| 354 | WGESEF24 | AVE WKLY PAY BEFORE- WEEKLY BONUS-PERSON                                       | NONE | 0 | Bonus pay - weekly                                                                                      |
| 355 | WGEBEF25 | AVE WKLY PAY BEFORE- MONTHLY ETC-PERSON                                        | NONE | 0 | Bonus pay - monthly or longer                                                                           |
| 356 | WGESEF26 | AVE WKLY PAY BEFORE- OTHER PAYMENT-PERSL                                       | NONE | 0 | Some other (specify)                                                                                    |
| 357 | WGEBEF27 | AVE WKLY PAY BEFORE- TOTAL PAY-PERSON                                          | NONE | 0 | Total pay                                                                                               |
| 358 | WGEAFT21 | AVE WKLY PAY AFTER- BASIC- PERSON                                              | NONE | 0 | Basic                                                                                                   |
| 359 | WGEAFT22 | AVE WKLY PAY AFTER- SHIFT ALLOW-PERSON                                         | NONE | 0 | Shift allowance                                                                                         |
| 360 | WGEAFT23 | AVE WKLY PAY AFTER- OVERTIME PAY-PERSON                                        | NONE | 0 | Overtime pay                                                                                            |
| 361 | WGEAFT24 | AVE WKLY PAY AFTER- WEEKLY BONUS-PERSON                                        | NONE | 0 | Bonus pay - weekly                                                                                      |
| 362 | WGEAFT25 | AVE WKLY PAY AFTER- MONTHLY ETC- PERSON                                        | NONE | 0 | Bonus pay - monthly or longer                                                                           |
| 363 | WGEAFT26 | AVE WKLY PAY AFTER- OTHER PAYMENT-PERSON                                       | NONE | 0 | Some other (specify)                                                                                    |
| 364 | WGEAFT27 | AVE WKLY PAY AFTER- TOTAL PAY-PERSON                                           | NONE | 0 | Total pay                                                                                               |
| 365 | SUPXTRA2 | IF MORE INFO PREPARED - PERSON<br>0. NO<br>1. YES                              | NONE | 0 | As a result of the scheme do you have to prepare and supply more information to management?             |
| 366 | OTHRSCHM | IF OTHER INCENTIVE SCHEMES<br>0. NO<br>1. YES                                  | NONE | 0 | Does any other incentive scheme apply to employees in this section in addition to the new scheme?       |
| 367 | AFTSKIL2 | EFFECT OF SCHM ON, SKILL<br>1. INCREASE<br>2. NO EFFECT<br>3. DECREASE         | NONE | 0 | What effect do you think that the new scheme will have on each of the following?<br>1 Skill/proficiency |
| 368 | AFTQUAL2 | EFFECT OF SCHM ON, QUALITY<br>1. INCREASE<br>2. NO EFFECT<br>3. DECREASE       | NONE | 0 | 2 Quantity/worth                                                                                        |
| 369 | AFTSAFT2 | EFFECT OF SCHM ON, SAFETY<br>1. INCREASE<br>2. NO EFFECT<br>3. DECREASE        | NONE | 0 | 3 Safety                                                                                                |
| 370 | AFTOUTP2 | EFFECT OF SCHM ON, OUTPUT<br>1. INCREASE<br>2. NO EFFECT<br>3. DECREASE        | NONE | 0 | 4 Output                                                                                                |
| 371 | AFTNETP2 | EFFECT OF SCHM ON, TAKE HOME PAY<br>1. INCREASE<br>2. NO EFFECT<br>3. DECREASE | NONE | 0 | 5 Take home pay                                                                                         |
| 372 | AFTDIFR2 | EFFECT OF SCHM ON, DIFFERENTIALS<br>1. INCREASE<br>2. NO EFFECT<br>3. DECREASE | NONE | 0 | 6 Differentials                                                                                         |
| 373 | AFTMORL2 | EFFECT OF SCHM ON, MORALE<br>1. INCREASE<br>2. NO EFFECT<br>3. DECREASE        | NONE | 0 | 7 Morale                                                                                                |

## 3. DECREASE

374 AFTCOPM2 EFFECT OF SCHM ON, CO-OP WITH MANAGEMENT  
 1. INCREASE  
 2. NO EFFECT  
 3. DECREASE

NONE 0 8 Cooperation with management

375 AFTCOPE2 EFFECT OF SCHM ON, CO-OP BETWEEN EMPLOYE  
 1. INCREASE  
 2. NO EFFECT  
 3. DECREASE

NONE 0 9 Cooperation between employees

376 ADJNEWX2 WAS NEW SCHEME NEWLY NEGOTD?  
 1. NEW  
 2. EXTENSION

NONE 0

14. Was the new incentive scheme a

Newly negotiated scheme ☐

Extension or renegotiation  
 of an existing scheme ☐

377 AGEABCD2 AGE OF INDIV

1. < 21 YRS  
 2. 21-29 YRS  
 3. 30-44 YRS  
 4. 45-60 YRS  
 5. > 60 YRS

NONE 0

24. What age are you?

Under 21 years ☐

21 - 29 years ☐

30 - 44 years ☐

45 - 60 years ☐

Over 60 ☐

378 SEXABCD2 SEX OF INDIV

1. MALE  
 2. FEMALE

NONE 0

26. Are you male or female?

Male ☐

Female ☐

379 RELDIRCT BONUS RELATED TO- DIRECT WORKERS PERFORM

NONE 0

If "yes" is the indirect/direct workers' scheme related to *direct workers performance?*

380 RELPERFM BONUS RELATED TO- OWN PERFORM

NONE 0

*OR* If "yes" is the indirect/direct workers' scheme related to own performance or something else?

381 MANWAST2

NONE 0

*AND* If "yes" how do you think management will achieve this? - natural wastage *or some other method?*

382 STAMEAQU ACCEPT MEAS OF PROD

NONE 0

Is there a generally acceptable basic measure of productive performance (eg volume of items produced) in this company?

1. YES  
 0. NO

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

383 PCCOSLA4 % COST LABOUR IN UNIT COST ?

NONE 0

2. Approximately what percentage of labour, materials and overheads are involved in unit costs?

Labour percentage ☐

Materials percentage ☐

Overheads percentage ☐

TOTAL: 100%

Not applicable ☐

384 PCCOSMA4 % COST MATERIAL IN UNIT COST ?

NONE 0

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

385 PCCOSOH4 % COST OHEADS IN UNIT COST ?

NONE 0

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

386 PCREJECT % OF FIN PROD REJECTED

NONE 0

3. What percentage of finished goods are rejected?

Percentage ☐

Not applicable ☐

387 NEWCAPEX WHETHER NEW CAPITAL INTRO

NONE 0

In the section covered by the new scheme is any new capital expenditure *either:*

1. CURRENT ☐  
 2. EXPECTED ☐

3. NOT EXPECTED ☐

- 52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

*Not expected* ☐

388 PRLIMXAM PRIOR METHOD STUDY

NONE 0

Before the new incentive scheme was implemented how exhaustive was

|     |          |                                       |      |   |                                                                                                               |
|-----|----------|---------------------------------------|------|---|---------------------------------------------------------------------------------------------------------------|
| 388 | PRLIMXAM | PRIOR METHOD STUDY                    | NONE | 0 | Before the new incentive scheme was implemented how exhaustive was the method study employed?                 |
|     |          | 1. THOROUGH                           |      |   |                                                                                                               |
|     |          | 2. CASUAL                             |      |   |                                                                                                               |
|     |          | 3. NOT USED                           |      |   |                                                                                                               |
|     |          | 4. NOT CONSIDERE                      |      |   |                                                                                                               |
|     |          | -52. N.R. OR NO CLEAR RES             |      |   |                                                                                                               |
|     |          | -54. N.A.*N.K.*2ND ETC OP             |      |   |                                                                                                               |
|     |          | -95. NOT IN W 1 OR ELSE 2             |      |   |                                                                                                               |
| 389 | RELWKMEZ | WHAT EXTENT INV SPEC WK PRAC ?        | NONE | 0 | If work measurement is involved, to what extent do values relate to written and specified work practices?     |
|     |          | 1. SPECIFIED                          |      |   |                                                                                                               |
|     |          | 2. GENERAL UNDERSTANDIN               |      |   |                                                                                                               |
|     |          | 3. AGREED TO WITH STAND               |      |   |                                                                                                               |
|     |          | 5. 1+3                                |      |   |                                                                                                               |
|     |          | 6. 1+2                                |      |   |                                                                                                               |
|     |          | -52. N.R. OR NO CLEAR RES             |      |   |                                                                                                               |
|     |          | -54. N.A.*N.K.*2ND ETC OP             |      |   |                                                                                                               |
|     |          | -95. NOT IN W 1 OR ELSE 2             |      |   |                                                                                                               |
| 390 | TIMBASXH | IS SCHM BASED ON TIME STADS ?         | NONE | 0 | Is the new scheme based on time standards?                                                                    |
|     |          | 0. NO                                 |      |   |                                                                                                               |
|     |          | 1. YES                                |      |   |                                                                                                               |
|     |          | -52. N.R. OR NO CLEAR RES             |      |   |                                                                                                               |
|     |          | -54. N.A.*N.K.*2ND ETC OP             |      |   |                                                                                                               |
|     |          | -95. NOT IN W 1 OR ELSE 2             |      |   |                                                                                                               |
| 391 | BASXMCHG | ARE TIME STDS REVIEWED ?              | NONE | 0 | Are time standards always reviewed when methods change?                                                       |
|     |          | 0. NO                                 |      |   |                                                                                                               |
|     |          | 1. YES                                |      |   |                                                                                                               |
|     |          | -52. N.R. OR NO CLEAR RES             |      |   |                                                                                                               |
|     |          | -54. N.A.*N.K.*2ND ETC OP             |      |   |                                                                                                               |
|     |          | -95. NOT IN W 1 OR ELSE 2             |      |   |                                                                                                               |
| 392 | IMPACTMI | EXPECTED IMPACT OF METHOD INVESTIG    | NONE | 0 | What impact do you consider a detailed method investigation would have?                                       |
|     |          | 1. GREAT                              |      |   |                                                                                                               |
|     |          | 2. SIGNIFICANT                        |      |   |                                                                                                               |
|     |          | 3. LITTLE                             |      |   |                                                                                                               |
|     |          | -52. N.R. OR NO CLEAR RES             |      |   |                                                                                                               |
|     |          | -54. N.A.*N.K.*2ND ETC OP             |      |   |                                                                                                               |
|     |          | -95. NOT IN W 1 OR ELSE 2             |      |   |                                                                                                               |
| 393 | SUPXTRA4 | IF MORE INFO PREPARED - SERVIC        | NONE | 0 | As a result of the scheme do you have to prepare and supply more information to management?                   |
|     |          | 0. NO                                 |      |   |                                                                                                               |
|     |          | 1. YES                                |      |   |                                                                                                               |
|     |          | -52. N.R. OR NO CLEAR RES             |      |   |                                                                                                               |
|     |          | -54. N.A.*N.K.*2ND ETC OP             |      |   |                                                                                                               |
|     |          | -95. NOT IN W 1 OR ELSE 2             |      |   |                                                                                                               |
| 394 | MSINFPRV | REG PROV INFO FROM M.S.               | NONE | 0 | How often is information being provided by management services?                                               |
|     |          | 1. DAILY                              |      |   |                                                                                                               |
|     |          | 2. WEEKLY                             |      |   |                                                                                                               |
|     |          | 3. MONTHLY                            |      |   |                                                                                                               |
|     |          | 4. NEVER                              |      |   |                                                                                                               |
|     |          | 5. 1+3                                |      |   |                                                                                                               |
|     |          | 6. 1+2                                |      |   |                                                                                                               |
|     |          | 8. 1+2+3                              |      |   |                                                                                                               |
|     |          | -52. N.R. OR NO CLEAR RES             |      |   |                                                                                                               |
|     |          | -54. N.A.*N.K.*2ND ETC OP             |      |   |                                                                                                               |
|     |          | -95. NOT IN W 1 OR ELSE 2             |      |   |                                                                                                               |
| 395 | RCTSENH4 | REACTION TO SCHM BY SENIOR MANAGEMENT | NONE | 0 | How would you describe the reactions of each of the following to the new scheme to date?<br>Senior management |
|     |          | 1. FAVRBLE                            |      |   |                                                                                                               |
|     |          | 2. INDIFF.                            |      |   |                                                                                                               |
|     |          | 3. DISCONT.                           |      |   |                                                                                                               |
|     |          | -52. N.R. OR NO CLEAR RES             |      |   |                                                                                                               |
|     |          | -54. N.A.*N.K.*2ND ETC OP             |      |   |                                                                                                               |
|     |          | -95. NOT IN W 1 OR ELSE 2             |      |   |                                                                                                               |

FAVORABLE ☐  
 INDIFFERENT ☐  
 DISCONTENT ☐

3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

396 RCTMIDM4 REACTION TO SCHM BY, MIDDLE MANAGEMENT  
 1. FAVRBLE  
 2. INDIFF.  
 3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0 Middle management

397 RCTSUPR4 REACTION TO SCHM BY, SUPERVISORS  
 1. FAVRBLE  
 2. INDIFF.  
 3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0 Supervisors

398 RCTEPEE4 REACTION TO SCHM BY, EMPLOYEES  
 1. FAVRBLE  
 2. INDIFF.  
 3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0 Employees

399 RCTSELF4 REACTION TO SCHM BY, SELF  
 1. FAVRBLE  
 2. INDIFF.  
 3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0 Yourself

400 RCTSTWD4 REACTION TO SCHM BY, SHOP STEWARD  
 1. FAVRBLE  
 2. INDIFF.  
 3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0 Shop stewards/workers' representatives

401 RCTLOCU4 REACTION TO SCHM BY, LOCAL UNION OFFICIALS  
 1. FAVRBLE  
 2. INDIFF.  
 3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0 Local union officials

402 RCTHEDU4 REACTION TO SCHM BY, UNION LEADERSHIP  
 1. FAVRBLE  
 2. INDIFF.  
 3. DISCONT.  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0 Union leadership

403 WORKXTU4 DOES SCHM REQ WRK STUDY ?  
 0. NO  
 1. YES  
 -52. N.R. OR NO CLEAR RES  
 -54. N.A.\*N.K.\*2ND ETC OP  
 -95. NOT IN W 1 OR ELSE 2

NONE 0 Does your scheme require work study?

404 WKSTDAL4 ARE CONTINGENCIES ADEQUATE ?

NONE 0 If "yes" are contingencies and relaxation allowances



|     |          |                                    |      |   |                                                                                |
|-----|----------|------------------------------------|------|---|--------------------------------------------------------------------------------|
| 404 | WKSTDAL4 | ARE CONTINGENCIES ADEQUATE ?       | NONE | 0 | If "yes" are contingencies and relaxation allowances:                          |
|     |          | 1. MORE THAN ADEQUATE              |      |   |                                                                                |
|     |          | 2. ADEQUATE                        |      |   |                                                                                |
|     |          | 3. LESS THAN ADEQUATE              |      |   |                                                                                |
|     |          | -52. N.R. OR NO CLEAR RES          |      |   |                                                                                |
|     |          | -54. N.A.*N.K.*2ND ETC OP          |      |   |                                                                                |
|     |          | -95. NOT IN W 1 OR ELSE 2          |      |   |                                                                                |
| 405 | AGEABCD4 | AGE OF INDIV                       | NONE | 0 | What age are you?                                                              |
|     |          | 1. < 21 YRS                        |      |   |                                                                                |
|     |          | 2. 21-29 YRS                       |      |   |                                                                                |
|     |          | 3. 30-44 YRS                       |      |   |                                                                                |
|     |          | 4. 45-60 YRS                       |      |   |                                                                                |
|     |          | 5. > 60 YRS                        |      |   |                                                                                |
|     |          | -52. N.R. OR NO CLEAR RES          |      |   |                                                                                |
|     |          | -54. N.A.*N.K.*2ND ETC OP          |      |   |                                                                                |
|     |          | -95. NOT IN W 1 OR ELSE 2          |      |   |                                                                                |
| 406 | COMPSRV4 | LENGTH SERVICE WITH COY            | NONE | 0 | How long have you worked for this company?                                     |
|     |          | 1. < 6 MTHS                        |      |   |                                                                                |
|     |          | 2. 6 MTHS - 1 YEAR                 |      |   |                                                                                |
|     |          | 3. 1 - 3 YRS                       |      |   |                                                                                |
|     |          | 4. > 3 YR                          |      |   |                                                                                |
|     |          | -52. N.R. OR NO CLEAR RES          |      |   |                                                                                |
|     |          | -54. N.A.*N.K.*2ND ETC OP          |      |   |                                                                                |
|     |          | -95. NOT IN W 1 OR ELSE 2          |      |   |                                                                                |
| 407 | SEXABCD4 | SEX OF INDIV                       | NONE | 0 | Are you male or female?                                                        |
|     |          | 1. MALE                            |      |   |                                                                                |
|     |          | 2. FEMALE                          |      |   |                                                                                |
|     |          | -52. N.R. OR NO CLEAR RES          |      |   |                                                                                |
|     |          | -54. N.A.*N.K.*2ND ETC OP          |      |   |                                                                                |
|     |          | -95. NOT IN W 1 OR ELSE 2          |      |   |                                                                                |
| 408 | TYPEMRK7 | TYPE OF MARKET                     | NONE | 0 | What kind of market are you in?                                                |
|     |          | 1. MONOP.                          |      |   |                                                                                |
|     |          | 2. OLIGOPOLY                       |      |   |                                                                                |
|     |          | 3. OPEN                            |      |   |                                                                                |
| 409 | COPTMRK7 | MARKET COMPETITIVE - WAVE2 OPTIONS | NONE | 0 | How competitive is your market?                                                |
|     |          | 1. EXTREMELY                       |      |   |                                                                                |
|     |          | 2. VERY HIGHLY                     |      |   |                                                                                |
|     |          | 3. VERY                            |      |   |                                                                                |
|     |          | 4. AVERAGE                         |      |   |                                                                                |
|     |          | 5. NOT VERY                        |      |   |                                                                                |
|     |          | 6. NOT                             |      |   |                                                                                |
| 410 | MKTCOMPT | HOW COMP IS YOUR MARKET ?          | NONE | 0 | How competitive is your market?                                                |
|     |          | 1. VERY                            |      |   |                                                                                |
|     |          | 2. NOT VERY                        |      |   |                                                                                |
|     |          | 3. NOT COMP.                       |      |   |                                                                                |
| 411 | MKTATINT | NATURE OF MKT WHEN SCHM INTRO      | NONE | 0 | When the new incentive scheme was introduced would you describe the market as. |
|     |          | 1. VERY BUOYANT                    |      |   |                                                                                |
|     |          | 2. BUOYANT                         |      |   |                                                                                |
|     |          | 3. STABLE                          |      |   |                                                                                |
|     |          | 4. DECLINING                       |      |   |                                                                                |
|     |          | 5. DEPRESSED                       |      |   |                                                                                |
| 412 | UINVINE7 | IF INVOLVED IN NEGOTIATIONS        | NONE | 0 | Was your department consulted prior to the development of the new scheme?      |
|     |          | 0. NO                              |      |   |                                                                                |
|     |          | 1. YES                             |      |   |                                                                                |
| 413 | DEPTKNOW | IS DEPT AWARE OF MECH OF SCHEME?   | NONE | 0 | Is your department aware of the mechanics of the new scheme?                   |
|     |          | 1. YES                             |      |   |                                                                                |
|     |          | 0. NO                              |      |   |                                                                                |

~~NEUTRAL~~  
 MORE THAN ADEQUATE  
 ADEQUATE  
 LESS THAN ADEQUATE

100  
 100  
 100

|   |                                                       |                                                                            |      |   |                                                                                                                                         |
|---|-------------------------------------------------------|----------------------------------------------------------------------------|------|---|-----------------------------------------------------------------------------------------------------------------------------------------|
| ● |                                                       | 414 ORDERTIM TIME FROM ORDER TO DELIV                                      | NONE | 0 | Please state how much time normally elapses between the placement of an order and delivery to the customer.                             |
| ● | 415 INCRPRO7 IF DESIRABLE TO INC PROD CAPACITY-MARKET | NONE                                                                       | 0    |   | Does the market make it desirable that the company increase its productive capacity?                                                    |
| ● |                                                       | 0. NO<br>1. YES                                                            |      |   |                                                                                                                                         |
| ● | 416 VOLUAFT7 IF PRODUCTION VOLUME INCREASE - MARKET   | NONE                                                                       | 0    |   | Will the new incentive scheme increase the volume of production?                                                                        |
| ● |                                                       | 1. YES<br>0. NO                                                            |      |   |                                                                                                                                         |
| ● | 417 PRICAFT7 EFFECT OF SCHEME ON PRICES - MARKET      | NONE                                                                       | 0    |   | How do you think the introduction of the new incentive scheme will affect prices to customers?                                          |
| ● |                                                       | 1. INCREASE<br>2. CONST<br>3. DECREASE                                     |      |   |                                                                                                                                         |
| ● | 418 FACAFTHM IF FACTORS LISTED AFFECTED               | NONE                                                                       | 0    |   | Will the new incentive scheme affect any of the factors mentioned in question nine?                                                     |
| ● |                                                       | 0. NO<br>1. YES                                                            |      |   |                                                                                                                                         |
| ● | 419 INTAFTJB IF INTRO HAS AFFECTED OWN JOB            | NONE                                                                       | 0    |   | Has the introduction of the scheme affected your job?                                                                                   |
| ● |                                                       | 0. NO<br>1. YES                                                            |      |   |                                                                                                                                         |
| ● | 420 SUPXTRA7 IF MORE INFO PREPARED - MARKET           | NONE                                                                       | 0    |   | As a result of the scheme do you have to prepare and supply more information to management?                                             |
| ● |                                                       | 0. NO<br>1. YES                                                            |      |   |                                                                                                                                         |
| ● | 421 AGEABCD7 AGE OF INDIV                             | NONE                                                                       | 0    |   | What age are you?                                                                                                                       |
| ● |                                                       | 1. < 21 YRS<br>2. 21-29 YRS<br>3. 30-44 YRS<br>4. 45-60 YRS<br>5. > 60 YRS |      |   |                                                                                                                                         |
| ● | 422 COMPSRV7 LENGTH SERVICE WITH COY                  | NONE                                                                       | 0    |   | How long have you worked for this company?                                                                                              |
| ● |                                                       | 1. <6 MTHS<br>2. 6 MTHS - 1 YEAR<br>3. 1 - 3 YRS.<br>4. >3 YR              |      |   |                                                                                                                                         |
| ● | 423 CAPCSUFF SUFFICIENCY OF PRESENT PROD CAPACITY FOR | NONE                                                                       | 0    |   | Is present productive capacity sufficient to satisfy your market?                                                                       |
| ● |                                                       | 0. NO<br>1. YES                                                            |      |   |                                                                                                                                         |
| ● | 424 CAPCNMK IF INCREASE IN PROD IS MARKETALE          | NONE                                                                       | 0    |   | Given an increase in productive capacity will you be able to market the resultant output?                                               |
| ● |                                                       | 0. NO<br>1. YES                                                            |      |   |                                                                                                                                         |
| ● | 425 SEXABCD7 SEX OF INDIV                             | NONE                                                                       | 0    |   | What sex are you?                                                                                                                       |
| ● |                                                       | 1. MALE<br>2. FEMALE                                                       |      |   |                                                                                                                                         |
| ● | 426 PREVPAIT B17 NATURE OF PAYMENT SYS PRIOR TO SCHEM | NONE                                                                       | 0    |   | Please describe briefly the payment system used in the section where the new incentive scheme is in operation before it was introduced. |
| ● | 427 FLWHOLD1 B17 CAUSES OF WORK FLOW HOLD-UPS         | NONE                                                                       | 0    |   | What do you think accounts for hold-ups in the present work flow? Please tick a maximum of three of the following.                      |
| ● | 428 TRNGXEMS R20 IF THERE ARE FORMAL INTERNAL TRAININ | NONE                                                                       | 0    |   | Does your company have a formal scheme of training?                                                                                     |
| ● | 429 STAFFINC C25 STAFF INCREASES DUE TO SCHEME INTRO  | NONE                                                                       | 0    |   | Please tick any of the following categories of staff which are likely to be increased as a result of introducing the new scheme.        |
| ● | 430 MANCUTS2                                          | NONE                                                                       | 0    |   | If "yes" how do you think management will achieve this? Tick more than one box if necessary.                                            |
| ● | 431 CHANGES2 C26 CHANGES CAUSED BY SCHEME INTRO       | NONE                                                                       | 0    |   | Has the introduction of the incentive scheme caused any of the following changes? (Please tick all relevant boxes)                      |
| ● |                                                       |                                                                            |      |   | If "yes" what was the last kind of scheme you worked with?                                                                              |

|     |          |                                                                                         |      |   |                                                                                                                                                                                            |
|-----|----------|-----------------------------------------------------------------------------------------|------|---|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 432 | PRVXEME2 | F36 TYPE OF SCHEME PREVIOUSLY EXPERIENCE                                                | NONE | 0 |                                                                                                                                                                                            |
| 433 | OBJECTV2 | H40 OBJECTIVES IN INTRODUCING SCHEME                                                    | NONE | 0 | What do you think were the company's main objectives in introducing the scheme? Please tick a maximum of five.                                                                             |
| 434 | FLWHOLD2 | B17 CAUSES OF WORK FLOW HOLD-UPS                                                        | NONE | 0 | What do you think accounts for hold-ups in the present work flow? Please tick a maximum of three.                                                                                          |
| 435 | STAFFCVR | A3 LEVELS OF STAFF IN SCHEME                                                            | NONE | 0 | If "yes" which staff levels are they? Please tick all relevant boxes.                                                                                                                      |
| 436 | CHANGES4 |                                                                                         | NONE | 0 | Has the introduction of the incentive scheme caused any of the following changes. Please tick any relevant boxes.                                                                          |
| 437 | STAFXEME | G39 IF INCREASE IN STAFF TO IMPLEMENT-MO                                                | NONE | 0 | Was there any increase in staff to implement the scheme?                                                                                                                                   |
| 438 | TIMSDYC  | A4 TIME STANDARD DERIV - COMPANIES                                                      | NONE | 0 | Has there been any increase in staff to monitor the scheme?                                                                                                                                |
| 439 | TIMSTOYA | A4 TIME STANDARD DERIV - AUTHORITY                                                      | NONE | 0 | If "yes" how are the time standards derived?                                                                                                                                               |
| 440 | PRODMEAS | B15 ITEM USED AS MEASURE OF PRODUCTIVITY                                                | NONE | 0 | Please tick the relevant box in the list below.                                                                                                                                            |
| 441 | FLWHOLD4 | B17 CAUSES OF WORK FLOW HOLD-UPS                                                        | NONE | 0 | If "yes" how are the time standards derived?                                                                                                                                               |
| 442 | SUCCESS4 | B18 IMPORTANT FACTORS FOR SUCCESS OF COM                                                | NONE | 0 | Please tick the relevant box in the list below.                                                                                                                                            |
| 443 | SUCCESS7 | B18 IMPORTANT FACTORS FOR SUCCESS OF COM                                                | NONE | 0 | If "yes" please state what item used as a measure of productivity.                                                                                                                         |
| 444 | SUCOTHR7 | B18 FACTORS FOR SUCCESS - SHORT OPTION L                                                | NONE | 0 | What do you think accounts for hold-ups in the present work flow?                                                                                                                          |
| 445 | SUCAFKT7 | C23 IMPORTANT FACTORS LISTED - SEE SUCOT                                                | NONE | 0 | Please tick a maximum of three of the following.                                                                                                                                           |
| 446 | OBJECTV7 | H40 OBJECTIVES IN INTRODUCING SCHEME                                                    | NONE | 0 | Which of the following factors do you consider most necessary for the successful operation of your company. Please tick 1 or 2 boxes only.                                                 |
| 447 | SUCCESS1 | B18 IMPORTANT FACTORS FOR SUCCESS OF COM                                                | NONE | 0 | Which of the following factors are most crucial to the successful operation of your company? Please tick only one or two.                                                                  |
| 448 | DESIGNGP | E33 GROUPS INVOLVED IN INITIAL SCHEME DE                                                | NONE | 0 | Which of the following factors are most crucial to the successful operation of your company? Please tick only one or two.                                                                  |
| 449 | TRAINING | F36 TRAINING DONE BY SENIOR MANAGER                                                     | NONE | 0 | Please enter up to four important factors mentioned in question 9.                                                                                                                         |
| 450 | IDENTFIR |                                                                                         | NONE | 0 | Here is a list of what management might like to achieve from an incentive scheme. Which of the five do you think are most important to this company and the development of the new scheme? |
| 451 | WEIGHT   |                                                                                         | NONE | 0 | Which of the following factors do you consider most necessary for the successful operation of your company? Please tick 1 or 2 boxes only.                                                 |
| 452 | XMTPPCHK | SCHEME TYPE - PIECEWORK BONUS                                                           | NONE | 0 | Which groups were involved in the initial design of the scheme? Please tick all relevant boxes.                                                                                            |
| 453 | XMTPVBN  | SCHEME TYPE - BASIC PLUS VARIABLE BONUS                                                 | NONE | 0 | Please give brief details of any training that you have done.                                                                                                                              |
| 454 | XMTPFBN  | SCHEME TYPE - BASIC PLUS FIXED BONUS                                                    | NONE | 0 | This is the identifying number for the firm.                                                                                                                                               |
| 455 | XMTPCOND | SCHEME TYPE - BASIC PLUS CONDITIONAL BON                                                | NONE | 0 | *see below.                                                                                                                                                                                |
| 456 | XMTPPERF | SCHEME TYPE - HIGHER BASIC FOR PERFORMAN                                                | NONE | 0 | Scheme type - piecework bonus                                                                                                                                                              |
| 457 | TRWHRMGT | WHERE TRAINING IS HELD FOR MANAGEMENT<br>1. WITHIN AUTH.<br>2. EXT.AUTH.                | NONE | 0 | Scheme type - basic plus variable bonus                                                                                                                                                    |
| 458 | TRWHRSUP | WHERE TRAINING IS HELD FOR SUPERVISORS<br>1. WITHIN AUTH.<br>2. EXT.AUTH.               | NONE | 0 | Scheme type - basic plus fixed bonus                                                                                                                                                       |
| 459 | TRWHRUNO | WHERE TRAINING IS HELD FOR UNION PERS<br>1. WITHIN AUTH.<br>2. EXT.AUTH.                | NONE | 0 | Scheme type - basic plus conditional bonus                                                                                                                                                 |
| 460 | TRWHRBLU | WHERE TRAINING IS HELD FOR BLUE COLLAR<br>1. WITHIN AUTH.<br>2. EXT.AUTH.               | NONE | 0 | Scheme type - higher basic for performance                                                                                                                                                 |
| 461 | MANPRAF2 | SCHEM FALL IN HANDING<br>1. YES NOW<br>2. YES LATER<br>3. YES NOW AND LATER<br>4. NEVER | NONE | 0 | If "yes" is the training for management.                                                                                                                                                   |
|     |          |                                                                                         |      |   | If "yes" is the training for supervisors.                                                                                                                                                  |
|     |          |                                                                                         |      |   | If "yes" is the training for union personnel.                                                                                                                                              |
|     |          |                                                                                         |      |   | If "yes" is the training for blue collar workers.                                                                                                                                          |
|     |          |                                                                                         |      |   | Do you think that the new incentive scheme will lead to fall in manpower?                                                                                                                  |